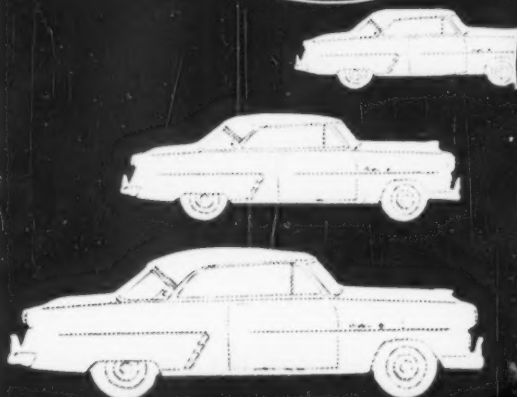


In Two Parts—Part I

# Sales Management

THE MAGAZINE OF MARKETING



**J. C. (LARRY) DOYLE**

National Sales Executives' New Chairman

Page 62

FIFTY CENTS

JULY • 1 • 1953



"Again this year, we expect  
*House Beautiful*  
to carry the major part  
of the...advertising load",

writes Mr. R. C. Roling,

President of The

Rudolph Wurlitzer Company

EXECUTIVE OFFICES  
THE RUDOLPH WURLITZER COMPANY  
105 W. ADAMS STREET  
CHICAGO 3

OFFICE OF THE  
PRESIDENT

May 19, 1953

Mr. Richard A. Hoefer, Publisher  
House Beautiful Magazine  
572 Madison Avenue  
New York 22, N. Y.

Dear Mr. Hoefer:

I have several hundred congratulations I'd like to turn over to you.

They're from our Wurlitzer Organ Dealers who want me to congratulate you on the fine job your magazine is doing for us.

I have just finished checking the records and it's been an eye-opener. I can't tell you the exact number of coupon returns we have received but perhaps this will give you an idea of how pleased we are:

1950 -- Wurlitzer Organ consumer advertising appeared in HOUSE BEAUTIFUL exclusively

1951 -- Again, in HOUSE BEAUTIFUL exclusively -- with more space

1952 -- Other books added, but HOUSE BEAUTIFUL continued to carry the major space -- four times as much as the next book

1953 -- Again this year, we expect HOUSE BEAUTIFUL to carry the major part of the Wurlitzer Organ advertising load. This year we're running one of the most important campaigns in Wurlitzer Organ history. It's for our new Wurlitzer Spinette -- the most revolutionary organ since the "Mighty Wurlitzer."

Congratulations again. And best wishes from all of us at Wurlitzer for your continued success.

Sincerely yours,

*R. C. Roling*  
R. C. Roling

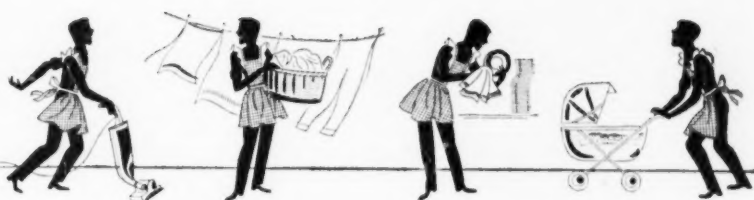
Dealers know when your advertising works: note that "several hundred" have sent their congratulations through Mr. Roling. More evidence that it pays to be a REGULAR *House Beautiful* advertiser!

• sells both sides of the counter

*House Beautiful*

572 Madison Avenue, New York 22, N. Y.

...Today, I'm the  
"lady" of the house!



Give your wife the day off sometime while *you* run the house. And run head on into the problems she has to face...

Like what to serve at mealtime... how to dress the children... where to find time for shopping and still clean the house, do the laundry and a dozen other jobs.

How does she ever manage it, you'll wonder.

Millions of women like your wife buy McCall's Magazine for this kind of "how to" and "what with" information.

And, in the process of getting ideas from its articles and advertisements, women become pre-sold on brands in a way that no other kind of media can hope to pre-sell them.

Remember McCall's next time you take charge of the house... or plan an advertising schedule.

... OVER 4,500,000 CIRCULATION

# McCall's



## pick the winner\*

*Your printing problems call for speed and dependability right across the board — planning . . . production . . . mailing. For a safe and sure bet, put your money on James Gray, Inc. — for the finest in printing, lithography and mailing services.*



*James Gray's thirty-four years of established leadership in the graphic arts weight the odds in your favor when you saddle us with your production problems.*

*Phone MUrray Hill 2-9000 and we'll show you how modern equipment and highly-trained personnel add up to a winning ticket for you.*



*No obligation, of course!*

**James Gray Inc.**

216 East 45th Street  
New York 17, N. Y.  
MU 2-9000

LITHOGRAPHERS  
LETTERCRAFTSMEN  
PRINTERS

\*ask us how we've developed winning ideas for Springer Publishing Co.

# Sales Management

## CONTENTS

### PART I

JULY 1, 1953

#### ADVERTISING

##### Shy Prune Rises to Repudiate Its Wallflower Personality

Hear, reader, the story of the product that hired a psychologist to analyze its low popularity rating. Hear, too, of the discovery of latent sales appeal—and see how a new kind of promotion is already changing public attitudes.

By Ray W. Jewell, Manager, California Prune Marketing Program

48

#### CONTESTS

##### "My Husband Is a Salesman For Tip-Top Bread"

In a unique wives' contest, this lady called consumers along her husband's route, suggested they try Tip-Top bread. It meant bigger checks for the breadwinner, a watch for her. . .

84

#### CONVENTIONS

##### New High for NSE Membership: 21,300 in 158 Clubs

National Sales Executives, Inc., at Atlantic City convention, June 7-10, hear optimistic reports. Budget for member services now is \$364,000 compared with \$65,000 in 1947. The 1954 convention is to be held in Chicago, June 2-4. . . .

62

#### DOOR-TO-DOOR SELLING

##### Door-to-Door Salespeople: Who They Are; How They Work

How do you motivate and control them? Which use canned presentations? How do they handle repeat calls? What are most important characteristics of these salesmen?

By Norman Brucks

72

#### GOVERNMENT

##### New Policies for the FTC?

By Edward F. Howrey, new chairman, Federal Trade Commission

34

#### INCENTIVE CAMPAIGNS

##### Ampro Sales Leap 33% When Everybody Fights for Prizes

A well-organized and strongly promoted incentive drive turns a traditional "off season" into a sales bonanza. With the exception of the war-scared buying spree, this campaign rang up the company's biggest sales increase.

By Howard Marx, Vice-President and General Sales Manager, Ampro Corp.

30



## MARKETS

Third Quarter Sales Outlook:  
14 Industries Up, 4 Down

Future Sales Ratings Board predicts: A continuation of business men's nearby optimism, but renewed caution about prospects for following 12 months. Liquid assets, however, still exceed retail sales by 300%.

By Peter B. B. Andrews, Consulting Economist ..... 90

## PRODUCT DEMONSTRATION

When the Prospect Says,  
"I Just Don't Believe It!"

The product: a new and improved kind of shipping crate for fresh fruits and vegetables. The problem: to break established packing habits; to prove the utility of the new method. The solution: convincing point-by-point demonstration.

By Stephen (Bob) Scurich, Jr., Scurich Cushionized Containers ..... 24

## SALESMANSHIP

It's No Time for Buck Fever  
When the Buyer Says, "How Much?"

Price objections can cost a salesman an order—and his morale. A veteran explains the place of price in the presentation, how to trade up or down, when to emphasize service, and ways to quietly lick price-cutting competition.

By W. C. Dorr, W. C. Dorr Associates, Sales Consultants ... 65

## SALESMEN'S COMPENSATION

New Wrinkle in Compensation:  
"Self-Determined" Salary

Advantages, according to Michael-Leonard Co. are these: It stabilizes monthly income for 12-month periods; encourages well-rounded sales efforts; provides strong incentive; brings automatic raises to men who earn them. .... 36

## SALESROOMS

Lee Hat's Idea Center:  
Showroom with Accent on Selling

Retailers who call at Lee's New York headquarters get a quick, painless education in point-of-purchase merchandising. .... 56

## SALES TOOLS

Pictures Clinch the Sale  
For Alemite

Garage owners often buy an entire lubrication center sight-unseen ... all because Alemite has found a photographic method for visualizing a custom-built layout. .... 28

## DEPARTMENTS AND SERVICES

Advertisers' Index	103	Sales Trends (Retail)	94
Comment	15	Scratch Pad	104
Dear Editor	71	Significant Trends	21
High Spot Cities	94	They're in the News	26
The Human Side	8	Tools for Selling	78
People and their Ideas	44	Worth Writing For	70

An ad 3 1/4 x 4 3/4 inches,  
the standard-size in  
**INDUSTRIAL  
EQUIPMENT  
NEWS,**  
may be bigger  
than a billboard...  
in RESULTS!

David was no giant, but he knocked out Goliath. Big or little, a successful ad draws attention, stirs interest, creates desire, promotes sales.

Out of context, the price of drawing attention comes high. *Context* ... that's the point. If readers are looking for your sales story, you don't have to look for them.

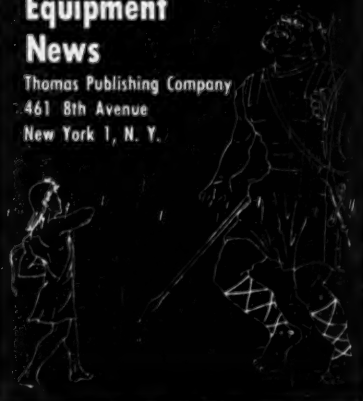
IEN provides a buying climate of product news ... nothing but product information ... which conditions readers to buying action.

Thrifty advertisers say it's very refreshing to find a publication which is not trying to trade them up to 4-color spreads, but puts a ceiling on size as well as a floor under value ... \$150 to \$160 a month is all it costs to be a big-shot advertiser in IEN.

After 20 years of analyzing how to get the most out of 1/9-page ads, we're out with a new data sheet giving the net of our experience. It's yours for the asking. Ask for Data Sheet Section E, Page 3.

## Industrial Equipment News

Thomas Publishing Company  
461 8th Avenue  
New York 1, N. Y.



# UTILIZATION

brings response from the tremendous horizontal market of coal users



Little wonder! The men who read UTILIZATION — need it! For UTILIZATION alone explores every phase of coal-use. Editorial material is based upon regularly checked reader-preference—so interest in what UTILIZATION tells and sells every month is heightened. Here are some current examples:



"A fine job, and everyone should give more time to reading the ads."—*Mgr., Penna. Mfr.*

"UTILIZATION has been very informative."—*M. M., Naval Base, Va.*  
"Do you know of any yard conveyor to catch screenings?"—*Pres., Retail Yard, Va.*

"Real good reading; is passed around power house."—*Chf. Eng., Mfr., Pa.*  
"We appreciate your helpful tips."—*Mgr., Stoker Dept., Retail Yard, Mich.*  
"The advertisements keep me up-to-date."—*Pl. Mgr., Cement Co., N. Y.*



"I find something of interest in every issue."—*Chf. Engr., Paper Co., N. Y.*  
"Enjoy the news features thoroughly."—*Chem., Power Co., Ala.*

"Found some useful information on coal handling."—*Wks. Engr., Salt Co., Ohio*

"After reading, it is filed for future reference."—*Gen. P. A., Optical Co., N. Y.*

"I also like to learn of new equipment and products."—*Pres., Mfr., Mass.*  
"It shows us what the other fellow is doing. We have picked up new ideas."—*Pl. Engr., Mfr., N. Y.*

If you want to sell the companies who burn, buy, dock, export, handle, heat with, load, manufacture with, move, sell, ship or stockpile coal . . . use the publication in which your prospects participate . . . UTILIZATION.

*\*Based on a 1953 Survey of Readers*  
MECHANIZATION, INC., PUBLISHERS

# UTILIZATION

The MAGAZINE of COAL USES

1120 MUNSEY BLDG.  
WASHINGTON 4, D. C.

NEW YORK • CHICAGO  
PITTSBURGH  
SAN FRANCISCO  
LOS ANGELES

NBP



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

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Jr.

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State 2-1266): C. E. Lovejoy, Jr., W. J.  
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SUBSCRIPTION MANAGER..... C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

## SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
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VICE-PRESIDENTS..... C. E. Lovejoy, Jr.,  
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Copyright July 1, 1953 by Sales Management, Inc.

Member



July 1, 1953

Volume 71

No. 1

# BBDO Newsletter

- 1 Big Playback
- 2 Jeweled Magic
- 3 Market Maker
- 4 Going Great



1 Gasoline dealers get solid premium-gasoline advertising support from Ethyl Corporation's new TV show, *The Big Playback*. Featuring ace sportscaster Bill Stern, this 15-minute sales winner recalls dramatic sports moments, appeals to men, who usually choose the gasoline for family cars. 44 stations televise the show; film commercials in over 500 drive-in movies cover non-TV areas.



2 Advance proofs of this *Saturday Evening Post* ad for the Waterman's Sapphire were sent to thousands of dealers, with order blanks for this new pen. Ad announced "A New Kind of Writing Magic . . . the first and only pen with a jewel for a point." Tremendous response shows that dealers see selling magic, too, in the Waterman name, jewel point, and advertising support they are getting.



3 Attention value and good taste are successfully combined in a new campaign for Meds tampons (Personal Products Corp.). Timed to appear with tampons' spring-summer popularity rise, ads run in youth-market magazines, emphasize Meds' appeal to today's moderns. Reader-catching "asterisk" ad, at left above, opened the campaign in April. Current series of full-page, two-color ads followed.



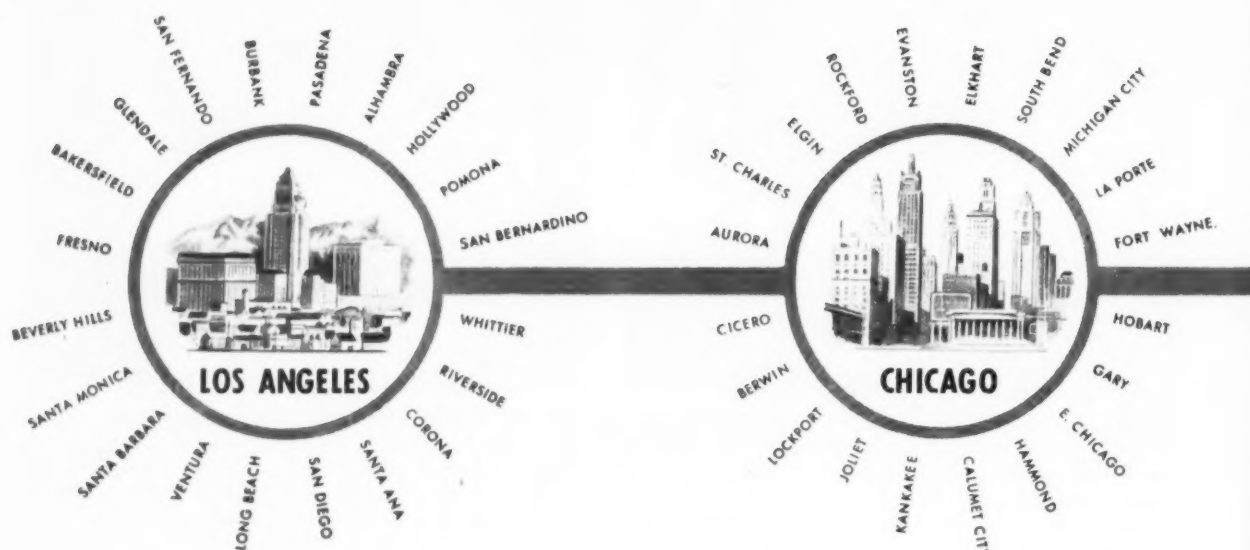
4 Still on top among national newspaper promotions is the "What Makes a Newspaper Great?" series of the *Minneapolis Star and Tribune*. This advertisement, featuring best-read columnist Cedric Adams, helped it win a *Saturday Review* award for outstanding public-interest advertising. For eleven years this BBDO Minneapolis campaign has held the attention and respect of advertising executives.

**BATTEN, BARTON, DURSTINE & OSBORN, INC.** Advertising  
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

American Heralds a New Era in Airfreight  
with ALL-NEW DC-6A Cargo Planes!



# NEXT DAY DELIVERY on



SERVES MORE LEADING MARKETS THAN ANY OTHER AIR CARRIER



SALES MANAGEMENT



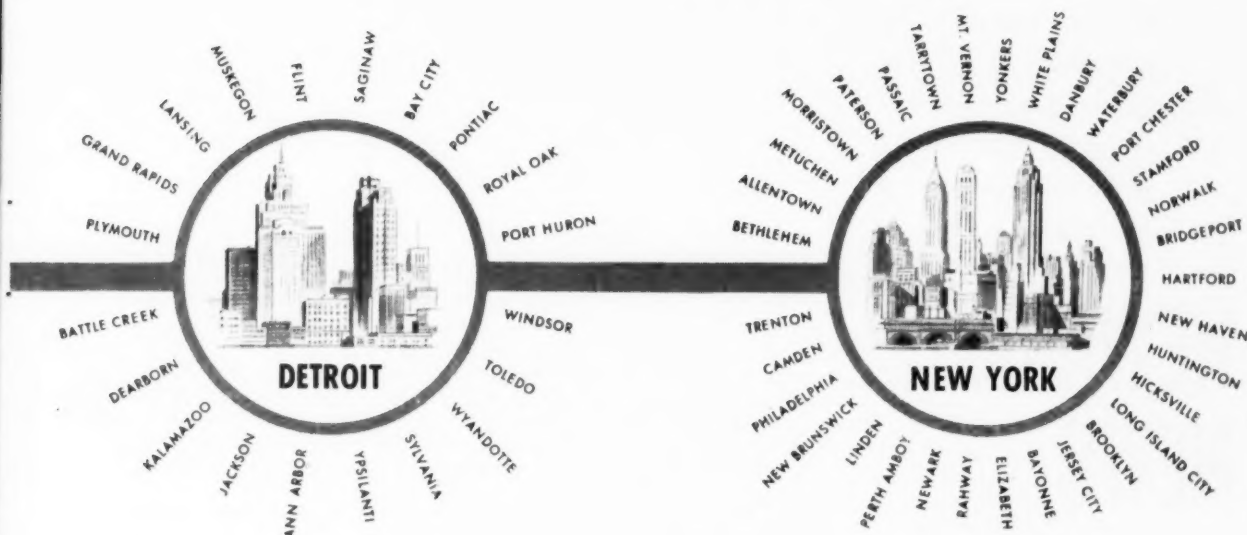


CONTINUING TO SET THE PACE in the air-freight industry, American is proud to present all-new DC-6A's—largest, fastest cargo planes in operation today.

With these great new planes, American now offers next-morning delivery on east-to-west coast shipments. So if you're located in any of the markets shown below, you can now give a new service to your customers on either coast.

For specific information on schedules and rates, wire us collect and we'll have a representative in your office promptly. American Airlines, Cargo Sales Division, 100 Park Avenue, New York 17, N. Y.

# Coast-to-Coast Shipments!



**AMERICAN AIRLINES INC.**

AMERICA'S LEADING AIRLINE



**HIGHEST  
INCOME  
per family!**

**LOWEST  
STATE  
TAXES  
per capita!**

*...that's New Jersey, America's 8th state, locale of America's 11th County—a great market served by one of America's great newspapers, the*

**NEWARK  
NEWS**

*always BETTER  
getting BIGGER*

Newark 1, New Jersey  
or  
O'Mara and Ormsbee, Inc.



WHAT'S THIS? Why, it's a bank on a railroad station platform!

## The Human Side

### Smaller and Better

In an age when everything is bigger—if not better—we salute an organization which brags about its smallness. Until recently this organization—a branch of the First Westchester National Bank, located in the New Rochelle station of the New York, New Haven and Hartford Railroad—was so tiny that its 260-pound president couldn't squeeze through the door. We regret to say that the bank *has* recently enlarged and opened its newer quarters—into which Mr. Watson, the president, can now insert his person. But the building is still disarmingly small.

Mr. Watson—an amiable gentleman, some six-feet tall—tells us that the previous operation was conducted in a little building erected in front of a bay window in a niche five feet by seven. There wasn't even room for a door. Its employees entered the bank by crawling under a counter. This was neither feasible nor dignified for Mr. Watson, who was forced to supervise through the window. The new building—which offers complete banking services to commuters—has a regulation-size door through which Mr. Watson walks boldly, coming and going. It is a room 18 feet long and a dozen wide. Not big, says Mr. W., but it makes the other branch look like a telephone booth—which, in fact, it did.

When the new branch opened, His Honor, the Mayor of New Rochelle, was on hand to cut the ribbon. So were hundreds of commuter-depositors. A band was on the station platform playing spirited music and lots of pretty Westchester girls were flying around pinning roses on people. The bank even gave away coffee and sweet rolls and the unveiling caused more people to miss "the" train than battery failures.

SALES MANAGEMENT

Immediate response  
to a product distinction  
no larger than

this



—a tiny all-precious metal tip . . . “wears in”  
to each person’s way of writing

The Parker “51” pen was already an established success. It had earned the title “world’s most-wanted pen.”

Proven, also, was that a \$12.50-and-up pen could be sold in volume. Over the years the Parker “51” had substantially increased pen dealers’ dollar volume.

What *now* could be done to create new interest in the leader?

The answer was found in a product distinction no larger than this — • The tip of the Parker “51” is a tiny

pellet of all-precious metal. It possesses a remarkable ability to adapt itself completely, in a few hours of use, to its owner’s individual way of writing.

It “wears in” to the way the pen is held, the speed and pressure exerted. It polishes itself in use to a supreme smoothness and then stays that way for decades and decades.

Here was a new selling idea that lent itself to fresh, new, provocative advertising. The mass circulation of leading magazines was used to tell the story. Immediately, pen dealers

across the nation had more requests to see the Parker “51”. Here was a program of national advertising that merchandised itself.

And so our client, featuring this product distinction and using mass selling techniques, created new interest in a product which was already an established leader . . . interest to keep pace with his own mass manufacturing techniques.

Can these benefits of advertising be better used in your behalf as well?

We would be glad to talk with you about it. Just call or write to us.

## J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne.

# it costs **22%\* less** to advertise and sell **DRUGS**

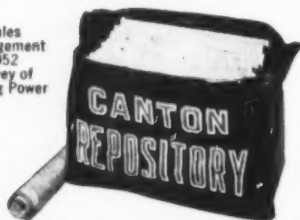


## in the Canton, Ohio REPOSITORY

Canton, Ohio, is a profitable market to sell drug products. Canton families, in fact, spend 22% more on drugs than the national average.\* You can wrap up this busy, buying market for your product with Canton's only daily newspaper — The Canton Repository: 100% city zone coverage; 98.8% home delivered. And because your drug advertising dollar reaches people who buy 22% more, it does 22% more work, costs 22% less when it's working in The Canton Repository. Do the most for your product — advertise it in The Canton Repository.

† CANTON, O. — \$121.00  
UNITED STATES — \$99.00

\*Sales  
Management  
1952  
Survey of  
Buying Power



A Brush-Moore newspaper represented  
nationally by Story, Brooks & Finley

This station branch began 12 years ago when officers of the bank decided that an operation by the tracks would work like a charm. They were right. As car doors slam and husbands give their wives a goodbye peck a standard battle cry is, "Oh, honey, will you put some money in the bank for me? I'm awfully short." There's quite a queue some mornings—especially Mondays—at the station bank.

Mr. Watson thinks it amusing that when the bank first rented the space from the railroad, the railroad considered the operation such small potatoes it only charged the bank \$25 a month rent. Last year the branch doubled its business, now has over 2,000 depositors.

This new branch cost nearly \$15,000—quite an outlay for a room 18 feet by 12. But it is, says Mr. Watson, the last word in banking convenience. It is constructed of brick, stainless steel, shatterproof glass, has air conditioning. On the other hand, the station which houses it is 70 years old and looks its age.

On the day of the opening a commuter, a Mr. Walsh, who is president of a civic and commerce association, arrived at the station armed with a package of coronation jewelry and a crown of posies which commuters had chipped in to buy for Miss Agatha Blasi. Miss Blasi is manager of the little branch and is as much a fixture around the station as the bank itself. She often lends forgetful commuters, who've left their wallet in their other pants, enough to see them through the day. *Her* money, not the bank's. And she's never lost a penny doing it, either.

The New Haven's station agent pointed up an interesting fact. He says that because of the bank some former commuters on the New York Central have switched. Found it was a foolproof way of keeping their wives' checks from bouncing.

### For Mustache Painters

The people who like to draw mustaches on streetcar posters must be having a picnic. By entering a national contest—being run off by Minnesota Mining and Manufacturing Co., in behalf of its product, "Scotch" brand cellophane tape—they stand a chance to make money for scrambling facial features! For this is a "Funny Face" contest.

All during May and June the company's contest has been running at full steam. In the offing are \$25,000 in cash prizes. And the whole deal is costing MM a lot less than you'd think since it freely admits it plans to sell several million rolls of tape. It's a known fact, they tell us, that several times as many people usually buy a product as actually enter a contest. And MM has made sure the entrants will have to buy "Scotch" tape: Each contestant must submit a plaid tab from a roll of the product.

Retailers were given all the ammunition necessary to pull in contestants: entry blanks, colorful shelf markers, clip-on cards, posters and back cards for floor-stand displays. Also full directions for working toward the big money. Entry blanks for the contest provide an outline of a face, 43 assorted eyes, ears, noses, mouths, mustaches and eyebrows. Object: to arrange the mismatched features on the blank face in the funniest manner.

Last year Minnesota Mining ran off a test contest, built along the same lines, in Salt Lake City. There were five times as many contestants as are generally pulled in by similar contests with similar advertising build-ups. Furthermore, contestants were from all age groups which shows that mustache-painters know no limits where birthdays are concerned. There were almost as many adults as children, a fact which may or may not give credence to the motion picture people's assumption that we're all children—from an intelligence quotient standpoint—at heart.

That's all: No "25-words or less"; no jingle. Just let yourself go.



## HIGH TIME TO SET THE TABLE

Distant cities become suburbs when you fly. You can enjoy so many more pleasant hours at home. Last year more than two million passengers preferred Capital Airlines.

Dependable, friendly service has been a Capital tradition for 26 years. Isn't it High Time you tried it?

*Over 500 Flights Daily Between 75 Major Cities*

GIRARD PERREGAUX, Official Watch

Call your TRAVEL AGENT or . . .

**Capital**  
**AIRLINES**

JULY 1, 1953

11





**Bernard C. (Ben) Duffy**

*Ben Duffy has been president of BBDO since 1946. He started with the agency as an office boy at 17. 1934 found him directing media, market research and merchandising and in 1944 he became executive vice president. Author of several best-seller business books, Ben Duffy is a director of ABC, member of the Advisory Committee on Advertising, Proprietary Association of America; director-at-large of the 4-A's, and vice chairman of the Advertising Committee of the Cardinal's Committee of the Laity (Catholic Charities).*



## ***"the rapid growth***

***of National Business Publications is a heartening sign  
that both ABC and CCA audited business papers can unite in  
the common purpose of improving their usefulness  
to readers and advertisers alike."***

***—Ben Duffy***

Just 27 months ago National Business Publications opened its membership to both ABC and CCA audited magazines. Since that time NBP has grown rapidly to become the largest association of its kind in the world.

This amazing growth proves the sound-

ness of NBP's basic purpose—to improve *all* business publications by providing an association where *all* could work together harmoniously.

Ben Duffy is right—the rise of NBP is a heartening sign that unity to increase publishing values can be a dramatic success.



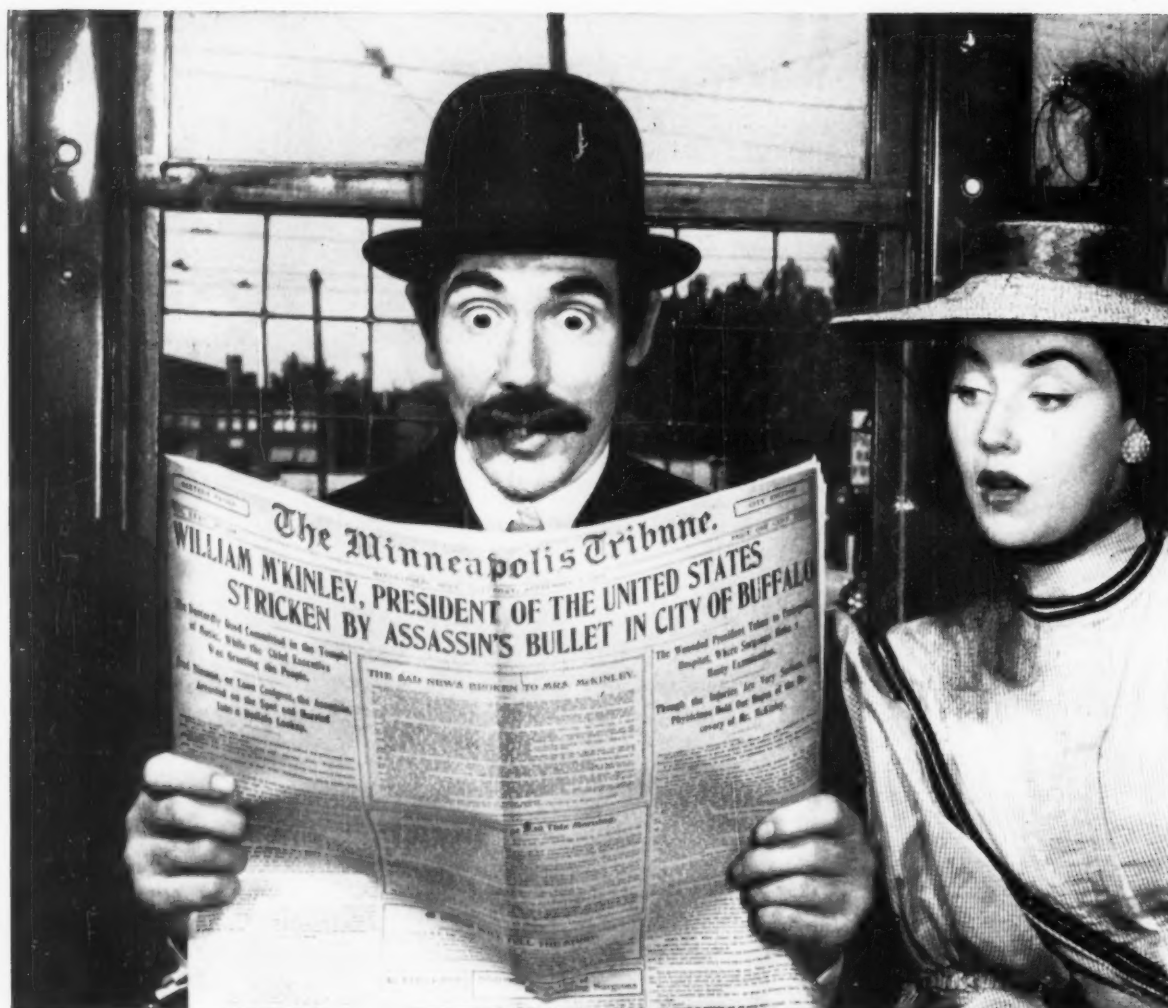
***First for the Business Press***

## **NATIONAL BUSINESS PUBLICATIONS, INC.**

1001 FIFTEENTH STREET, N. W. • WASHINGTON 5, D. C. • STerling 3-7535

*The national association of publishers of 147 technical, scientific, industrial and professional magazines, having a combined circulation of 3,440,542...audited by either the Audit Bureau of Circulations or Controlled Circulation Audit, Inc.... serving and promoting the Business Press*

*of America...bringing thousands of pages of specialized know-how and advertising to the men who make decisions in the businesses, industries, sciences and professions...pinpointing your audience in the market of your choice. Write for complete list of NBP publications.*



## What makes a newspaper great?

When McKinley's assassination was hot news, and Teddy Roosevelt was warming up for his first term in the White House, an earnest printer's apprentice named Bill Blackburn took off his iron hat and alpaca coat and sat down to compose his first want ad for the Minneapolis newspapers:

**FOR SALE** Handsomely fitted Surrey. Silk fringe. Genuine leather seats. Write Box 965.

Millions of want ads and some fifty years later the same Bill Blackburn, now a senior compositor in the want ad makeup department, put to bed another want ad section containing the following offer for sale:

'53 Cadillac Convert. Power steering, electronic eye. 4,000 actual miles. Call JA 3255.

Between the surrey and the Cadillac, Blackburn has watched the want ad department of his Minneapolis newspapers grow from a random collection of public notices and auction announcements to massive newspaper sections that reflect the progress and prosperity of the great Upper Midwest region.

Each year the Minneapolis Star and Tribune publish nearly a million and a quarter individual want ads, each one subject to rigid copy censorship to eliminate unethical advertising, each veiled in impartial secrecy until publication to give all readers the same chance at desirable goods and services.

Market-place of millions and side-show of irresistible appeal to the curious, the want



BLACKBURN

ad sections of the Minneapolis Star and Tribune compete for high readership honors with the best of the best-read features in the Upper Midwest's favorite newspapers.

Whether for a hot bargain, a knot-hole peek at human nature, or a complete, reliable, well-edited presentation of the day's news, citizens of the Upper Midwest turn naturally to the newspapers which serve them well as entertaining companions, trusted spokesmen, dependable friends.

**Minneapolis  
Star and Tribune**

EVENING MORNING & SUNDAY

**620,000 SUNDAY • 485,000 DAILY**

JOHN COWLES, President

SALES MANAGEMENT

# COMMENT

## FTC Has News for You

If you have thought, with a Republican in control of the Federal Trade Commission, that you could sit back and relax, you're likely to be in for a shock. President Eisenhower's designee as chairman of the FTC, Edward F. Howrey, has just unfolded his ideas for making FTC a more effective body. He calls upon businessmen to hump themselves and do some work they should have done a long time ago without being prodded.

"I have long thought," said Chairman Howrey in a speech June 18 before the 1953 Institute Federal Antitrust Laws, "that one of the main reasons for failure to obtain general compliance with the Robinson-Patman Act, is the mystery and ignorance (both in industry and government) which surround distribution costs.

"While savings in cost constitute the primary justification for price differentials under the Act, there has been little advancement in the field of distribution cost accounting during the 17 years it has been on the books. Manufacturing cost determination has been reasonably well understood and recognized for many years, but this has not been true in the distribution field.

"In Robinson-Patman Act cases it has been very difficult, if not impossible, to determine precisely what cost savings are allowable and how they may be proved. General accounting analyses made for management in the regular course of business seem to be unsuitable for the purpose of supporting price differentials under the Act.

"The few distribution cost studies that have been developed have been very expensive and have involved detailed functional analyses of the sellers' entire business. Even then the conflicts between respondent's accountants and Commission accountants with reference to theory, allocations, procedures and methods have prevented any reasonable evaluation of the actual savings in serving different customers.

"I therefore intend to recommend the establishment of an advisory committee on cost justification consisting of accountants, economists and lawyers representing all viewpoints."

Isn't Chairman Howrey dead right about the need for better distribution cost accounting?

Howrey's position is a friendly one toward business. But at the present time "most companies do not undertake," says Howrey, "any prior systematic analysis, but develop their analyses only when they face an actual Federal Trade Commission complaint."

The FTC is clogged with needless cases because of failure to determine how much distribution costs are applicable to specific products, specific classes of transactions, and to specific classes of customers.

General management, which insists upon cost figures on every step in manufacturing, can hardly deny the usefulness to the sales department itself of adequate figures on distribution costs. If such figures can head off a company being hauled before the FTC on a discrimination complaint, so much the better.

\*\*\*\*\*

...remarkable results. I recommend all people interested in doing business with the Services to follow our lead.

ORIENTAL ARCADE  
TOKYO

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AIR FORCE TIMES  
NAVY TIMES**

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If you have the right product, selling at the right price, you can hit the mail order jackpot in V.F.W. MAGAZINE — just as scores of other mail order clients have been doing month after month, year after year. The A.B.C. circulation of more than one million subscribers is made up of loyal "buying" readers. We can furnish "proof positive" of the V.F.W. MAGAZINE's mail order pull!

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**ENTHUSIASM!**

*The* **AMERICAN WEEKLY**  
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The American Weekly gives your advertising double-barreled power . . .  
*scatter-shot covering action to blanket all major markets,*  
*rifle-bullet impact for telling penetration of these same key areas.*

*\* Enthusiasm is interest raised to the buying pitch!*



## Should Do it Anyway

Some \$200,000 has just been lopped out of the budget for the Rural Electrification Administration. This money was to be used by REA to demonstrate to farmers' wives how to use electrical appliances—and to help REA cooperatives to build line load.

Those pruning the REA budget contend that manufacturers of electrical equipment make their own demonstration—and if they don't they should—so the government ought not to be in sales promotion work.

To which we say, "Amen."

How many of you will step up your demonstration to the rural areas? Of course you don't have to limit yourself to the rural areas. As we've said many times, city dealers need help, too.

## A Time for Incentives

Please do not miss the story on page 30 of this issue which reports the results of an incentive campaign carried out earlier this year by Ampro Corp.—an "off-season" campaign that lifted sales 33%.

If you had sat in on the convention of National Sales Executives in Atlantic City, in June, you could scarcely have escaped noting the depth of interest in any and all kinds of ideas for better application of incentives to the operation of the sales organization.

We believe it no exaggeration to say that conditions have never been better than they are right *now* to apply this powerful psychological force to selling. Business is going to be fair to good to booming for most industries during the remainder of this year—barring totally unexpected developments—but it's going to be best for those who go after it courageously and intelligently.

When we speak of incentives, we refer not only to the ever-useful prize contest with specific objectives and limited-time duration, but to all the devices which sharpen a man's appetite to excel in his job, to beat his own best record, to out-do his fellow-man, to enjoy the material and spiritual rewards that come as a result of accomplishment. For example, we are using only a small percentage of our opportunities to use recognition of superior performance as a factor in our incentive programs. Many a salesman will fight harder for a "palm" or a "laurel wreath" or a "cup" than for a cash or merchandise reward.

Two other elements should find a place in your incentive program: you should be doing something about enlisting the active support of salesmen's wives; you should have some incentive factor in your basic compensation plan.

Now and then we hear a sales manager say, "I don't believe in contests." To which we can only suggest that such prejudice probably arises out of the fact that this man is either unwilling to do what is necessary to insure the success of a contest, or he just doesn't know how to apply the contest idea to the conditions under which his own men operate.

Again we say we believe we have only scratched the surface of incentives. The potential values that can be drawn out of a well-conceived incentive program are so great that the subject deserves front-office priority consideration.

Give your men some good reasons to stretch their muscles during the remaining six months of 1953. Keep sharply in mind that question, "What's in it for me?"—and provide some attractive answers to it. If you do, there's a pay-off around the bend. Human nature is just built that way.

'YONNE SAYS:—

**I KNOW BAYONNE'S  
FAVORITE**



Ask for this Grocery Store Inventory and other ten-week survey.

"Bayonne cannot be sold from the outside"

**THE BAYONNE TIMES**

BAYONNE, NEW JERSEY

Nationally  
Represented By

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**transportation costs**

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**2 3 4 7 9 9**

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

**TOWN AUTO RENTALS, INC.**

401 North Broad Street, Philadelphia 9, Pa.

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Backed by 32 years of auto service

**EVERYBODY'S DOING IT  
... and so can YOU!**

- Increase Customer Traffic
  - Build Up Your Sales
  - Build Lasting Goodwill
- by giving

**FREE ORCHIDS  
TO THE LADIES**

Here's the giveaway promotion to build goodwill...bring in **NEW CUSTOMERS**...bring back **OLD CUSTOMERS**! Proven successful for every type of business—large or small! Order 100 or 100,000 Orchids! Write today for new low 1953 price list and free brochure.

Dept. SMK-53

**FLOWERS OF HAWAII, LTD.**

670 S. Lafayette Park Pl., Los Angeles 5, Calif.



# Two Important New Money-Making, Money-Saving Services for Farm Market Advertisers

## **1. ADVERTISERS WITH REGIONAL DISTRIBUTION MAY NOW BUY FARM JOURNAL REGIONALLY.**

To those advertisers who want farm magazine coverage *in the far west only*, or, *nationally except in the far west*—FARM JOURNAL now offers not only good coverage where it is wanted most but all of the power, the extra editorial impact, the prestige, the high merchandisability and the low cost of America's largest and most successful farm magazine.

## **2. ADVERTISERS WHO BUY SPACE FOR DEALER LISTINGS MAY NOW INCREASE OR DECREASE THE AMOUNT OF SUCH SPACE, AS NEEDED, IN EACH OF FARM JOURNAL'S THREE EDITIONS—CENTRAL-EASTERN, SOUTHERN AND WESTERN.**

Many months ago, FARM JOURNAL reduced the cost of listing dealers by enabling advertisers to change their copy in each edition.

Now FARM JOURNAL makes it easier and cheaper than ever for advertisers to build campaign enthusiasm and support among the men of distribution, to take full advantage of this magazine's heavy local coverage in the best agricultural areas.

**BOTH OF THESE NEW MONEY-MAKING, MONEY-SAVING SERVICES FOR FARM MARKET ADVERTISERS TAKE EFFECT WITH THE SEPTEMBER ISSUE. RATE CARDS ARE ON THE WAY. IN THE MEANTIME, CALL OR WRITE YOUR NEAREST FARM JOURNAL REPRESENTATIVE FOR FULL DETAILS.**

*Graham Patterson*  
PUBLISHER

The **Farm Journal**

Washington Square, Phila. 5, Pa.



M. O. Birk, General Manager Southeastern Division, Lerner Shops, Atlanta, Georgia

## *Lerner's* **SUPPLIES SHREVEPORT STORE ENTIRELY VIA DELTA-C&S airFREIGHT**

**INCREASES SALES**—Lerner's Shreveport Shop floor-tests new apparel immediately on arrival, with additional quantities available overnight if the numbers click. Lerner management says this competitive advantage alone would be reason enough to use Delta airFREIGHT.

**DECREASES INVENTORIES**—Lerner's airFREIGHT-supplied stores now work with minimum floor inventories only, releasing dollars invested in non-productive stock and speeding turnover.

**ALMOST ELIMINATES MARKDOWNS**—Smaller, more frequent store "purchases" from Division headquarters minimize

risk of markdowns. Then, too, airFREIGHT permits quick re-shipment of merchandise if one store can move it more rapidly than another.

### **ELIMINATES SHIPPING LOSSES**

Delta-C&S has never lost a Lerner shipment, handles goods so carefully that Lerner re-uses corrugated shipping cartons up to 5 times.

### **HOW'S YOUR PICTURE?**

For answers to specific questions or a complete distribution survey of your business, contact your local Delta-C&S office or airFREIGHT Dept., Delta-C&S Air Lines, Atlanta, Georgia.

"Lerner Shops' position as America's largest women's specialty chain" says Mr. Birk, "rests on our ability to sell for less to style-conscious, value-wise women. Naturally, keeping costs down is vital. A study 3 years ago by Delta-C&S airFREIGHT specialists showed us how we could increase sales while cutting costs by supplying Lerner's Southeastern Division Shops in Shreveport and other outlying cities via Delta-C&S airFREIGHT. Adoption and use of this plan have paid off handsomely."



General Offices:  
Atlanta, Georgia

**All Delta-C&S Flights Carry airFREIGHT**



PHILADELPHIA CITY ZONE

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
THE LARGEST CIRCULATION

## 3 BULL'S-EYES IN 1 TARGET

PHILADELPHIA 8-COUNTY  
METROPOLITAN AREA

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
THE LARGEST CIRCULATION

PHILADELPHIA 14-COUNTY  
TRADING AREA

THE EVENING BULLETIN  
IS THE DAILY NEWSPAPER WITH  
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"Delaware Valley," "The Workshop of the World," "The New Eastern Industrial Metropolis"... no matter what you call it, one fact is always the same:

*In the Greater Philadelphia Market  
The Evening Bulletin is the daily  
newspaper with the largest circulation*

In Philadelphia nearly everybody reads The Bulletin

**THE EVENING BULLETIN**

Advertising Offices: Philadelphia, Filbert & Juniper Sts.; New York, 285 Madison Ave.; Chicago, 520 North Michigan Avenue. Representatives, Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco

# SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending July 1, 1953

## THE SECOND-HALF OUTLOOK

In a recent bulletin, the Research Institute of America makes this interesting and effective point: *Never before have so many been so clearly alerted so far ahead.*

They are referring to the possibility that the well-advertised recession will come in the latter half of the year. A Korean truce would not make any real difference in government spending; a cutback in military production would not mean serious unemployment because much of it would come from overtime and at least 58 million people would continue to bring home paychecks; the long-run outlook remains one of an expanding economy based on growing population and demand for higher living standards. The leading article in the June 15 SM, based on a survey of the baby market, was interesting evidence of this expanding economy.

The Monthly Letter of the National City Bank of New York stresses the declining rate of accumulation of inventories and the ratios of stock to sales which, according to the latest figures, are now lower than a year ago. This moderation of the inventory buildup is all to the good.

*There is no soft belly of overspeculation to hurt the economy today—nothing like the situation which existed in 1929.*

What we are approaching is well described in a phrase coined by Roscoe Rau of the National Retail Furniture Association.

He calls it "a fighter's market."

Retailers are wary of long-term commitments but they are looking for products that can move quickly. Evidence of this was seen in Atlantic City a fortnight ago.

## PHILCO DEALERS BUY

While 1,500 members and wives of National Sales Executives met in Atlantic City's Chalfonte-Haddon Hall for the annual convention, some 7,500 Philco dealers took over the giant auditorium for meetings and filled up most of Atlantic City's other boardwalk hotels.

After reviewing the new Philco lines on Monday, the management on Tuesday morning asked for signatures on the dotted line.

During that two-hour session dealers registered optimism about the future to the tune of \$64 million worth of orders.

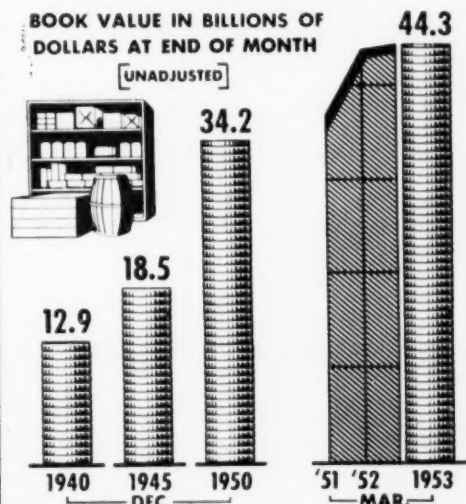
At this convention Philco picked up the tab on a "portal-to-portal" basis for the 7,500 dealers, and a conservative estimate puts cost of the convention at \$2 million.

JULY 1, 1953

## MANUFACTURERS' INVENTORIES IN THE U.S.

BOOK VALUE IN BILLIONS OF DOLLARS AT END OF MONTH

[UNADJUSTED]



SOURCE: U. S. DEPARTMENT OF COMMERCE GRAPHIC BY PICK-S. N. Y.

## SALESMEN FALL FOR SALESMEN

Demonstrators for lanolin hair oil, kitchen gadgets and fountain penpoints had a field day while the NSE and Philco salesmen crowded the boardwalk. They didn't need their usual skills to start sales because the blue-capped Philco dealers and Mexican-sombreroed NSE members (hats courtesy American Airlines) engaged in a stampede to force their dollars on the demonstrators. A cautious and conservative SALES MANAGEMENT representative (not the writer) was so overcome by the persuasive sales talk of a demonstrator for fountain penpoints that he surrendered a dollar for a penpoint and three objects which he rightly assumed to be fountain pens but which upon later examination turned out to be solid plastic molds with non-detachable caps.

## FIGURE THIS ONE OUT

If you would like a little mental exercise on a basic problem which is of real concern, read the following paragraphs written by Sylvia Porter, the syndicated columnist, and then give us your answer:

"Last year, you and I—as average American families—paid \$5 less for meat than we paid the year before. Last year, the farmer received \$15 less for his cattle, hogs, lambs, etc., than he received the year before.



"What happened to the other \$10? The farmer lost three times what you and I gained: Someone in the middle must have pocketed the \$10.

"Who was it? The meat packer? One of the distributors, the wholesaler or retail butcher? Which one or ones?

"Last year, you and I—as managers of the family budget—paid a half-cent more for each loaf of bread we bought than the year before. Last year, the farmer received a half-cent less for the grain that went into our bread.

"What happened to that penny on each loaf? The farmer got less for grain while we paid more for bread. Who got the difference? The millers? Other food processors? The wholesaler or retail grocer?

"In 1952, your food basket on the average cost \$740 or \$18 more than in 1951. In 1952, the farmer—producer of the foods in your basket—got \$353 or \$7 less than in 1951.

"That's a difference of \$25 and again the question demands repetition. Who got it?"

She goes on to say that she doesn't know the answer. She doesn't think that retailers are getting any richer, and an examination of corporate statements doesn't indicate that the giant grocery firms are materially better off.

We'll be very happy to publish any answers that our readers care to send us.

## SUPREME COURT AND ROBINSON-PATMAN

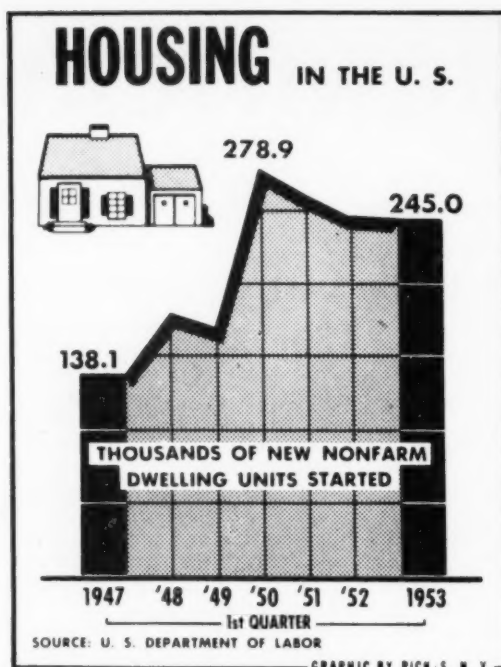
Before closing up for the summer, the Supreme Court, in the *Automatic Canteen Co.* case, rejected the position of the Federal Trade Commission that the burden of proving legality is on the buyer every time he gets a lower price from his supplier. It's now up to the FTC to prove that the buyer knew the price he got was illegal.

Speaking for the majority, Justice Frankfurter criticized the FTC for "putting the buyer at his peril whenever he engages in price bargaining."

The Justice went on to say that a big buyer would have to know "that he buys in the same quantity as his competitors and is served by the seller in the same manner or with the same amount of exertion."

The decision seems to give the green light to big buyers to press for further price concessions, but although FTC wings are clipped, the risk of private triple-damage suits under the Robinson-Patman Act will increase. The Research Institute of America points out: "As chances of government intervention recede, small business groups are taking up the cudgels. Typical is the bugle call issued recently by an Illinois grocer group. Distributors are told to see a lawyer at the first sign of discrimination by a supplier, and to call for an explanation from the offending company. If the supplier refuses to play ball, the distributors are advised to threaten suit."

The most frequent causes of suits based on discrimination are discount brackets requiring such large orders that only a small number of customers can qualify, the crossing of distribution lines where large retailers receive a lower price than wholesalers, cumulative discounts based on a customer's total orders for a given period of time, advertising allowances with terms so difficult that only a few customers can qualify, laxity in checking up to make sure



that distributors perform the advertising services for which they are paid, and special treatment to a particular class of outlet, such as advantages offered to department stores through cosmetic demonstrators.

## SIGNIFICANT SHORTS

The New England Newspapers Advertising Bureau has compiled a gallonage sales picture for the year 1952 for the six New England states, together with a survey of the newspaper expenditures in the area for the same companies. Mobilgas and Esso had 31% of the gallonage and had invested 38% of the newspaper dollars. In percent of gallons sold the 10 leaders were Mobilgas 17.0, Esso 14.5, Gulf 9.5, Texaco 9.5, Sunoco 9.5, Shell 7.6, Tydol 7.0, Atlantic 5.5, Calso 5.0, Amoco 4.9.

Sales Management is pleased that the National Advertising Agency Network honored two advertisers who appeared in our pages in 1952. The Oklahoma Planning & Resources Board received the premier award for its campaign of area advertising-public relations, while the *Washington Star* was presented with the honorable mention award for service advertising.

The battle of the beer bottles seems to be a continuing victory for the big national brewers. The annual survey of the Research Company of America discloses that the 25 leading brewers are now selling 60% of the total—as against only 42% a decade ago. Consumption increased slightly last year—but not as fast as the population increases—and as a result per capita consumption in gallons dropped from 17.1 to 16.8 last year. The 5 leaders are, in order: Joseph Schlitz Brewing Co., Anheuser-Busch, Inc., Pabst Brewing Co., P. Ballantine & Sons, Miller Brewing Co.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





## 93,000 Calls for Help!

*... 93,000 sales leads ... 93,000 opportunities to land a contract!*

Here is an aviation design engineer with a problem. Like his fellow engineers and scientists in every phase of aviation, progress to him means thousands of problems ... questions both large and small which he must answer.

In the past 12 months, men like him have used the Reader Service facilities of AVIATION AGE to send 93,000 calls for help to aviation manufacturers and suppliers ... 93,000 invitations to sales.

If your product fills a need in the aviation market, you should be getting your share of these sales-producing inquiries.

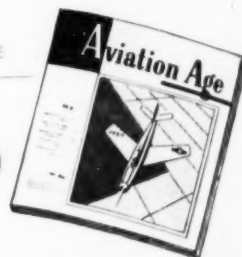
If your advertising is now reaching AVIATION AGE's 30,000 "technical-management" readers, check your sales department's record of inquiries from these potential buyers. And if you're *not* reaching these important people, ask your local AVIATION AGE representative to show you the number of inquiries your competitors are getting.

AVIATION'S TECHNICAL MAGAZINE

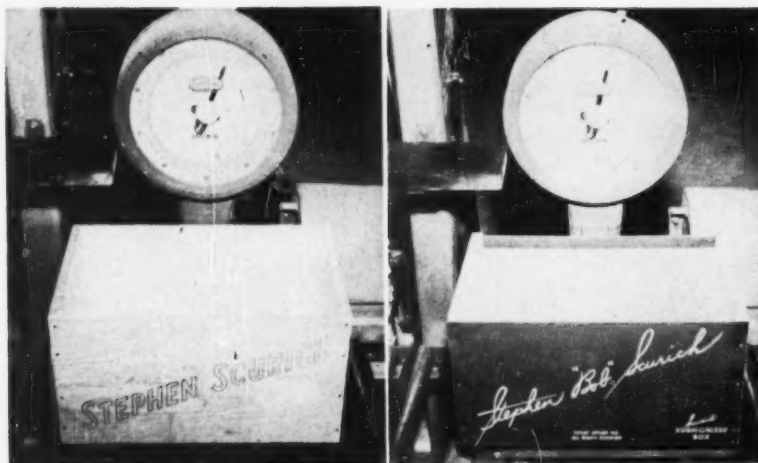
A CONOVER-MAST PUBLICATION  
205 EAST 42ND STREET  
NEW YORK 17, N. Y.

NBP

CCA



## How Scurich Nails Down His Selling Points:



1. "IT SAVES SHIPPING COSTS... because it's lighter." Scurich places a standard wooden apple box on the scale. Scale registers about six pounds. Next, he places Kushionized box on scale, which then registers four-pound weight.

## When the Prospect Says, "I Just Don't Believe It!"

The product: A new and improved kind of shipping crate for fresh fruits and vegetables. The problem: to break established packing habits; to prove the utility of the new. Solution: convincing point-by-point demonstration.

*Based on an interview with*  
**STEPHEN (BOB) SCURICH, JR.**  
*Scurich Kushionized Containers*

Demonstration has been called the most effective single sales technique available to salesmen. Here's another case history to prove it.

Demonstration is convincing fruit and vegetable growers that a corrugated box with wooden ends is stronger than an all-wooden box, and that it has a host of other advantages for the user.

Stephen (Bob) Scurich, Jr., Watsonville, Calif. who invented the "Kushionized" box is a man of few words. Ask him about something and he'll *show* you.

Scurich invented the "Kushionized" container for his own business, Scurich Orchards and Cold Storage, and then found so many values in it that he had to launch a new business.

Scurich Kushionized Containers is selling the box to other apple growers, to growers of pears, plums, avocados and other perishable quality produce. And Scurich is still its star salesman.

The new box is a combination of the wooden box and the corrugated paper box. During the war orchardists were confronted with the shortage of wood for boxes. Crates of fruit or other produce are stacked high; all-paper containers would buckle under the strain and crush contents. Scurich began to experiment with combinations of corrugated paper and wood and, in 1948, came out with a box which combined sturdy wooden ends with corrugated paper sides, top, and bottom.

Subsequent improvements as it was

tested in Scurich's own warehouse and in the distribution, transportation and sale of fruit, resulted in the present box. Four firms are licensed to manufacture it for Scurich: Schmidt Lithograph Co., Corrugated Products Division, San Francisco; National Container Corp., Oakland; Pioneer Flint Kote Co., Los Angeles; and International Paper Co.

These firms are turning out approximately one million of the boxes annually, with most of the promotion initiated by Scurich. His first prospects came to him as news of the container's reputed advantages began to circulate among growers. They came with questions and reservations. "Yes, maybe the new box was more economical, lighter, attractive, but would it hold up? How strong was it? Would it go soft on ice? Require new assembly machines? Special handling equipment?"

The inventor's use of the box in his own large orchard operations provided data for the answers. They are presented visually and are demonstrated. Let us listen in on an interview which may take place either on the prospect's premises or in the main Scurich warehouse, where displays of the box are set up.

*Prospect* (a grower of peaches): Just what is this Kushionized fruit box I've been hearing about?



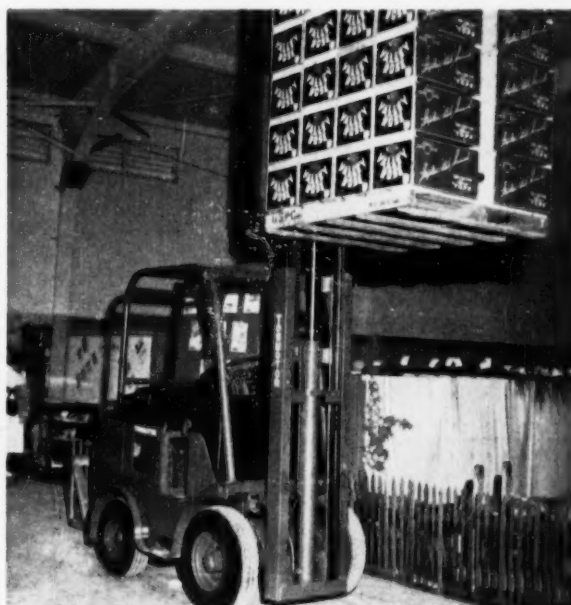
2. "KUSHIONIZED IS TOUGH." After standing on a box to demonstrate that it will bear up under his 190-pound weight, Scurich uses all his strength to try to tear the paper sides from the nails which hold them to the wooden ends. Nothing gives.



3. "KUSHIONIZED IS MOISTURE-RESISTANT." Scurich shows prospect that apple boxes which have been under refrigeration with 88-90% humidity, emerge in perfect condition. Because boxes carry fresh fruits and vegetables, moisture-resistance is key sales point.



4. "YOU CAN USE YOUR PRESENT EQUIPMENT." Scurich demonstrates ease of assembly by showing how standard machine can be adjusted to new requirements through the use of a \$50 adaptor. Faster, too: 3,000 boxes a day vs 2,500 for wooden crates.



5. "NO TROUBLE WITH HANDLING AND MOVING." Scurich takes prospect into his own warehouse for demonstration proof that Kushionized containers can be efficiently stacked, lifted, shifted about, with any standard piece of materials handling equipment.

*Scurich:* It's a sturdy box with wooden ends, and sides and bottom of corrugated kraft-board paper. It absorbs the shocks of bumps in transportation, which is what we mean by Kushionized. The double paper sides eliminate bruising. It costs 10 cents less per box to make than the old wooden box and it's two pounds lighter in weight.

[At this point Scurich moves to a scale, places a conventional wooden

apple box on it, shows that it weighs about six pounds, removes it, sets a Kushionized box in its place, points to a weight of four pounds.]

*Scurich:* The California State Bureau of Weights and Measures has established a 4-pound tare for this container.

*Prospect:* What about stacking? I don't see how paper board can stand that.

*Scurich:* For several years we have

been stacking in our cold storage plant apples, pears and other fruits and vegetables 18 to 20 boxes high, using the Kushionized box. Other growers have used the box too. Boxes stand up like wooden containers. [If the interview is at Kushionized headquarters the prospect is taken over to view a stack of the boxes filled with fruit. If the interview is at the prospect's place of business, photographs

(continued on page 86)



**FOR DIVVER'S REASONS . . .** The John Hancock Mutual Life Insurance Co. has cause to be proud of its advertising manager: The manager's a woman, Margaret Divver. She's the *only* woman advertising manager in the life insurance field, and she has just walked off with the Advertising Woman of the Year Award, sponsored by the Advertising Federation of America's Council on Women's Advertising Clubs. This Divver gal is known for her terrific sense of humor—and for her brain. She started her business career right out of school by grabbing a job as reporter on a financial newspaper. Then she added to her experience by free-lancing and ghost-writing, joined Hancock's advertising department as a copywriter. Before you could say, "What! A woman as head of Hancock's advertising program?" she was. And during her leadership the company has won myriad awards: Freedom Foundations gave it top honors in '50, distinguished service awards the next two years. First place in the *Saturday Review* awards went to Hancock in '52 for the company's Americanism campaign. The gal responsible is pretty, feminine and so smart she was named, in 1949, one of the 10 New England Women of the Year by *The Boston Herald*. But honors haven't turned her head, and the boys who listened to her acceptance speech (That's Wes Nunn handing her the plaque) say she was the cutest thing to grace their podium in years.



**A GUY NAMED JOE . . .** came up with so likely an advertising idea that he's just been named "Outstanding Young Advertising Man of 1952" by the Association of Advertising Men of New York City. What did Peoria's pride—Joe Serkowich—do to deserve it? He dared to throw some life into industrial advertising—an area of influence sometimes as animated as a mill in a shutdown. Joe—a University of Illinois grad and advertising manager for LeTourneau-Westinghouse Co.—utilized the picture-caption technique, to resemble closely the editorial make-up of the publication in which his company's copy appears. LeTourneau's advertising, which embodies this technique, is called "LeTourneau Pictures of the Month." The result has made a lot of people—notably industrial advertisers sit up and take notice. . . Like Margaret Divvers, Joe's guidance has won for his company a host of honors: Putman awards; NIAA; ABP; etc. Before coming to LeTourneau he was supervisor of export advertising for Caterpillar Tractor Co. Here (right) Herbert Ahrend, chairman of awards, gives Joe his certificate.



# They're in the News

BY HARRY WOODWARD



**"MOST LIKELY** to succeed," thought Harold Crary when he found Robert E. Johnson. Crary was in dire need of an assistant at Boeing; he was in a hurry. And he didn't have time to wait for Johnson to win all the honors at the University of Washington. He grabbed him right off the campus. Now Crary's bright-young-man is succeeding Crary as sales head of United Air Lines, retaining his own title of v-p and assistant to the president. The side-by-side story of Crary and Johnson, which has evolved along with commercial air transportation, is reaching a logical conclusion. For Crary entered aviation in '27, when it was beginning to feel the strength of its wings. And Johnson takes over as it looks forward to its great days. . . . When United was formed out of Boeing, *et al.*, Crary moved to Chicago with it. Johnson followed. When Crary became v-p-sales, Johnson became director of publicity and advertising. The two men have been close friends through the years, have worked together as a smooth team. Johnson is always flying somewhere; he likes to get around, see for himself how things are going. And it just happened that he married an ex-United stewardess. It's all in the family.



TO SELL garage owners complete lube centers like this, Alemite takes six practical steps . . .



GET TOGETHER, salesman and customer, and from catalog talk out selection, price problems . . .

## Pictures Clinch the Sale For Alemite

Garage owners often buy an entire lubrication center sight-unseen . . . all because Alemite has found a photographic method for visualizing a custom-built layout.

Stewart-Warner Corp., Chicago, has established a photographic department for its Alemite Division. And Gus Treffeisen, sales manager, Alemite Distribution Division, gives the photoshop credit for closing sales "about 95% of the time."

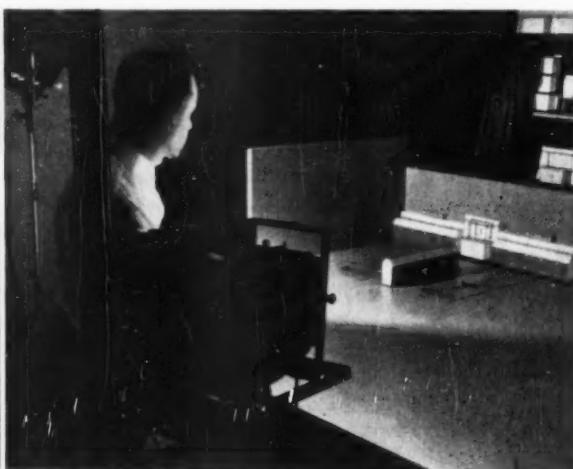
Alemite calls the technique, employing miniature models and photographs of lube room equipment and layout, the "Picture Plans" service. So far, an average of 20 Picture Plans have been made each month, reports Treffeisen.

**Background:** Alemite equipment is handled by 34 exclusive distributors across the country who, through 4,000 automotive jobbers, sell most of the modern lubricating gear you see in first-class garages . . . everything from grease pumps to wheel balances. Customer installations are usually sold by representatives of a distributor and jobber, working as a team.

**Problem:** Every installation is a custom job for the men who sell Alemite auto lubrication equipment. There are stock items in the catalog, to be sure, but they must be arranged to make the best use of available space. Because customers couldn't visualize what they were getting, closing was difficult. After selling the equipment itself, the salesman had to sell the conviction that it would all



ARRANGE EQUIPMENT on salesman's sketch. Stock of parts includes lifts and other fixtures . . .



SHOOT with view camera after miniature setting is completed. Natural setting, lighting important . . .



**MEASURE** lube area, draw sketch showing walls, windows, etc. Show position of new equipment . . .



**SELECT EQUIPMENT MODELS** at home office. This is first step after sketch reaches home office . . .

fit together to create an efficient lubrication center on premises.

Discussion of space problems frequently reopened selection-of-equipment talk, putting the salesman on a sort of merry-go-round.

The Picture Plans service, developed by F. R. Cross, Stewart-Warner advertising manager, who now administers it, provides the salesman with a picture he can use to show the customer how his selection of equipment will look when installed on his own premises. Here's how it works:

**1. Call** by distributor and jobber, to find out what type of service prospect wants to offer. Sit down with prospect, and catalog, hash out selection of units best fitted to do the job at a price within prospect's budget.

**2. Measure space** available, make

a rough sketch that shows fixed details such as doors, windows, pillars, or lifts that must be considered. If building is new, work from blueprints. Sketch area and equipment on grid sheet, send it to main office.

**3. Photographer** at headquarters puts together miniature replica of lubrication area, working from original sketch. Uses stock walls and other parts built on scale of 10:1. Selects models sketch calls for; each is put in proper place. (Even miniature replicas of automobile manufacturers' insignia are kept at hand and used where wanted.) Finally, in most cases, add a little sign, labeling the setup as an "Alemite Picture Plan." (This provides space where the customer's name can be inserted to emphasize the personal nature of the service.)

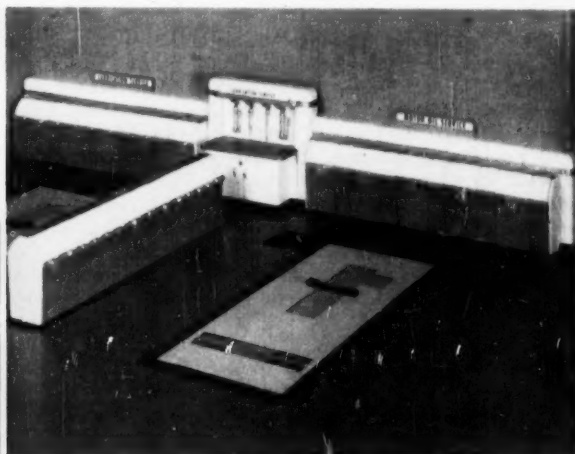
**4. Shoot** picture with Kodak 8" x 10" view camera, after lighting to simulate natural illumination. Make glossy 8" x 10" prints, which show whole setting in sharp detail. (This part of the operation is handled by H. E. Holzhauser, manager of Stewart-Warner's photographic department.)

**5. Closing call** is made, picture in hand. Most plans are accepted "as is," according to Treffeisen. Occasionally, the picture may reveal that there is space for an additional piece of equipment which the customer would like to have.

Cost is about \$30 a picture. As new equipment is brought out, it is reproduced in miniature by the company's model shop. Stock items are used again and again. Half the cost is borne by the distributor.



**CLOSE** by giving customer picture of his "personal" shop. He can see what he's buying, how it will fit.



**MODEL PICTURE**, above, was used to sell the \$30,000 real-life installation, upper left. Picture closed.



**LOOT FOR PRODUCERS:** A mighty lot of latent energy went to work for Ampro when dealers and dealer-salesmen saw the wide array of merchandise prizes offered for sales during the traditional "off-season". The sales force of Delta Visual Service, Ampro dealer in New Orleans, for example, doubled its volume. Gloating over their winnings are: Bob Bishop, with a new fly casting rod; Frank Didier, with a new portable typewriter; and Frank Workman, with a new wrist watch.

## Ampro Sales Leap 33% When Everybody Fights for Prizes

**A well-organized and strongly promoted incentive drive turns a traditional "off season" into a sales bonanza. With the exception of the peak of the war-scare buying spree, this campaign rang up the company's biggest sales increase.**

So you, too, have a traditional "off season"?

Or your current volume figures are running "off" from last year, and you'd like to reverse the trend?

Maybe the men in the field need some strong incentive to get out and dig for potential business. Listen:

Ampro Corp., Chicago manufacturer of 16mm motion picture equipment, recently challenged the "off season" slump with an all-bases-covered incentive program that:

Boosted total sales 33-1/3% in a period when decline in sales was anticipated.

Transformed this normally "slow" period into one of the most active in the company's history with some dealer-salesmen doubling volume.

Brought in \$18 in sales for every dollar invested by the company.

Almost every manufacturer, even those dealing in products not usually

considered "seasonal," experiences a lull in business each year when salesmen's efforts slack. This is often caused by psychological factors, such as the letdown after a peak sales effort, rather than by any change in market conditions. Result: increased costs caused by disruptions in production and distribution schedules, and annual sales below full potential.

A 16mm sound motion picture projector is a "year-round" product, but Ampro noted that for several years there had been a marked decline in sales during late winter and early spring.

Howard Marx, Ampro vice-president and general sales manager, decided that the time had come to do something about it. His decision was spurred by industry forecasts that sales for the February to May, 1953 period would not merely level off but would drop below corresponding

months of 1952.

The problem was further complicated by:

1. The company's lack of a ready-made stimulus, such as a new product, which normally would spur sales effort.

2. The need for encouraging salesmen to make effective demonstrations. Projectors should be demonstrated before they are sold.

3. The unusual composition of Ampro's sales force, to a great extent made up of former school teachers and administrators. These men are called "audio-visual dealers" who, with their salesmen, are experts in the counseling of schools and industry in the setting up of effective audio-visual programs.

Marx called for a solution to the problem at an October staff meeting with Ampro's advertising agency, Alex T. Franz Advertising. Result: an incentive promotion package.

When the campaign was launched in February, Ampro was standing pat on both its lines (magnetic tape recorders and projectors), although it had scheduled for July introduction an all-electric, push-button-operated recorder which would have sparked sales.



The needed stimulus was accomplished through a program of merchandise awards. Points earned by salesmen entitled them to select from more than 1,200 articles listed in a catalog.

Marx reasoned that merchandise awards would provide (1) family participation — the son who sees a bicycle in the catalog, or the wife intrigued by a set of silverware, would provide added motivation for salesman; (2) the appeal of "getting something you've always wanted" but would not buy even when cash was on hand; (3) a tangible and useful award that remains long after the prize money would have been spent; (4) the means for the company to offer impressive prizes at low cost (Cash awards would have to be prohibitively high to get results.); (5) an opportunity for every salesman to win something.

### Points for Demonstrations

To encourage demonstrations, merchandise awards points were contingent on showing prospective customers the machine in operation. Each demonstration entitled the salesman to "qualifying points" which were redeemable when an actual sale was made. A salesman would not be credited with merchandise points unless he made a sale; but he could not get credit for a sale unless he had previously set up a "points drawing account" through demonstrations. Salesmen were provided with self-addressed forms on which to report demonstrations and sales.

The products included in the program were two of Ampro's 16mm sound motion picture projectors—the lightweight "Stylist" and the larger "Premier." The campaign, described as "not a contest" (since every salesman would win), was scheduled from February 9 to May 2. No sales quotas were set.

Developing a program to spur demonstrations and sales effort was the first step. The next move was to give salesmen the tools and the knowledge with which to demonstrate the product effectively—and to close the sale.

Ampro did this through "Operation Ampro-tunity," launched at a series of regional sales meetings which began January 22 in Biloxi, Miss. It then moved on to New York and Cleveland, and concluded nine days later in Chicago. Each was a day-long session.

Marx pointed out to the dealer sales organization that "16mm motion

pictures are becoming more and more important to business, industry, schools and institutions, particularly in the present highly competitive period when increasing numbers of businessmen are turning to film as a dramatic, hard-hitting way to strengthen selling programs.

"While some of these groups have used films for years, many others are coming into the market and still others are ready to take the plunge, but need to be sold on the tremendous value of visual aids in helping to sell goods and services, to stimulate sales efforts and to train personnel."

To help dealer-salesmen make these sales, Ampro unveiled at the meetings a package of new selling tools:

**A color film**, produced for "Operation Ampro-tunity," to be used in sales demonstrations. "The sole purpose of your demonstration," Ampro reminded the men, "is to influence the prospect to buy. He isn't looking for entertainment, *he wants facts.*"

### Product Sells Itself

Interesting presentation of facts, was the core of this 9-minute, 16mm film. Titled "Famous for the Finest" (the Ampro slogan). It opened with a strong "brand name sell," pointed to leading commercial firms and institutions that use Ampro projectors. The film then covered technical, hard-to-explain features of the machines with slow-motion sequences of internal operations, and closed with an exposition of the guidance service offered by Ampro's audio-visual dealers.

The film, which gave salesmen a method for "using a projector to sell a projector by proving your story of top-quality projection and sound," was made available in color and black-and-white.

**Pocket-size "reminder" cards** with a check list of points to be covered, in sequence, for effective demonstrations.

●  
**Based on an interview with**  
**HOWARD MARX**  
**Vice-Pres. & General Sales Mgr.**  
**Ampro Corp.**  
●

The check list specified time for showing "Famous for the Finest."

"There are no shortcuts, as far as a successful demonstration is concerned," Ampro dealers were told. "Your sales story must be clear, concise and instructive. Your demonstration must be convincing. Every important feature must be covered. You must be prepared to answer such questions as: Why is this better than X's product? Where does this model differ from the older model Ampro we now have? How does the Ampro projector do so-and-so?"

### Simplified Selling

Ampro provided the answers. The demonstration card guide on the "Stylist" enumerated the "8 easies" of the projector: "Easy to carry, set up and thread; easy on film, on the eye, and on the ear; easy to rewind and put away, and easy to service."

The 10-point check list for demonstrating the "Premier" covered the projector's functional styling, all advantageous features, low maintenance cost and high trade-in allowance.

**Sales promotional pieces**, designed for imprinting and mailing, of a full-color reprint of a *Time* magazine cover, with a recent full-page Ampro advertisement. Copy inside the four-page folder called attention to this message: "Motion picture films are the most powerful tools ever created for the presentation of ideas. These ideas are yours at the flick of a switch with an Ampro projector."

**A 12-page oversize plan book** for salesmen. The book contained pockets for the materials distributed: a 56-page Cappel, MacDonald and Co. prize merchandise catalog, demonstrations and sales notices, demonstration check lists, the *Time* mailer, and explanatory copy about how the materials should be used.

For example, copy explained how salesmen could use the *Time* mailer to get full benefits from Ampro's national advertising in major business and consumer publications.

"Many prospects in your community are going to see a lot of Ampro national advertising during the next several months," the book pointed out. "Many of these prospects are going to be prompted to buy immediately. Don't let those prospects go astray. Use this mailer to identify yourself as the Ampro dealer who not only can satisfy their needs in projection equipment, but who is well qualified to handle all their audio-visual

requirements as well."

Suggested potential customers to receive the mailer included sales and personnel manager; purchasing agents; sales training and public relations directors of department stores, manufacturers, food and drug chains, railroads and utilities; safety engineers; distributors; chambers of commerce; association secretaries; school officials.

Separate sections in the plan book explained the extent and aims of Ampro's advertising and public relations programs, with tips to salesmen on how to use both programs for more effective local merchandising.

In a double-page spread headlined "Don't wait for business to come to you. Go after it!" the Ampro plan book showed its dealers the steps to take to develop sales leads.

"The development of leads is a joint responsibility shared by the manufacturer and the dealer," Ampro explained. "Neither can do the job alone; each must fulfill his part of the obligation."

Dealers learned how the company interests potential customers, by creating product demand through advertising, trade exhibits, publicity releases and consumer literature, backed up by brand-name acceptance. Ampro made these suggestions for "building a bank of prospects on which you can draw for future sales":

**Springboard leads:** "Use a good local sale as a springboard to build other sales from cold calls. Tell the Hometown Building and Loan Association how the Third National Bank has improved employee morale, increased deposits or strengthened public relations through use of films and projectors. Tell John Smith, who

heads the local Civil Defense program, how Bill Jones in the State Highway Patrol has successfully used projectors. Implant the thought that a projector is needed, and you're on the way to a sale."

**Direct mail:** "Visit your prospects continually, keep your name foremost in their minds. Direct mail provides inexpensive but effective contacts which pave the way for your personal calls, and serve as a periodic reminder to those who need additional selling. Mailing pieces may be factory-prepared folders, personal letters or locally-printed pieces. Each mailer should tell your Ampro story—point out a benefit to the prospect, stimulate action by means of a return reply card, a low-cost gift offer, or some device that will cause the prospect to get in touch with you."

**Mailing list:** "Review your mailing list frequently. Make a concentrated drive on Ampro owners who have not had recent demonstrations, and who are logical prospects for replacements or additional equipment."

**Demonstrate to groups:** "Wherever people gather to communicate and exchange ideas, you have prospects. Keep in touch with local events—business, civic, social—and arrange group demonstrations."

**Keep your name in sight:** "Label each projector sold with your name, address and telephone number. Use metal plates, decals or Scotch tape, but be sure that others who see the projectors will know where to buy them."

**Advertising agencies:** "Such organizations are constantly looking for new ways to help clients market merchandise or services, and to present their story at sales meetings. A sale to an advertising agency can start a chain reaction. The agency's clients become pre-sold prospects for projectors once they've seen them at work."

**Rental list:** "Every name on your rental list is a potential customer for projection equipment. These prospects are aware of the advantages of motion pictures. Show them how a continuing film program can benefit them, and the economy and convenience of owning their own equipment."

**Small budget prospects:** "Clubs, small businesses, social organizations, and churches are all Ampro prospects. Where price is a factor, you can close the sale by pointing out that a pro-

jector is a lasting investment; help committees work out an internal fund-raising campaign to cover the cost."

**Telephone canvass:** "Cold telephone calls will uncover many leads. Go after new fields such as hospitals, vocational schools, distributing organizations which hold regular sales meetings, banks, utilities, insurance firms, railroads, air lines, bus lines, your local transportation system. Wherever an exchange of ideas is necessary, there's a market for your Ampro projectors."

**Personal contacts:** "It pays to be a 'Joiner.' Consider membership in your Chamber of Commerce, local sales executives clubs, service clubs and similar organizations which will bring you in close contact with local businessmen. Each fellow-member has a wide circle of business acquaintances."

**Inside leads:** "Offer a bonus for every sales lead brought in by members of your Service Department—bookers, cashiers, inspectors. You might want to pay off only if a sale is actually closed, or pay a nominal sum for the lead itself, with a larger bonus to be paid when the sale is made."

As an added dealer help, Ampro ran a simultaneous advertising campaign in which it offered school teachers free student instructional aids. These were three-dimensional color cutouts, called "Americana Mobiles," of four events in American history. Names of respondents, who were asked if their schools owned a 16mm picture projector and whether it was available for class use, were referred to salesmen for follow-up.

Ampro further backed up "Operation Ampro-tunity" by:

1. Sending a personal letter to each prospect who had been given a projector demonstration, along with a free copy of "The Blue Book of 16mm Films," a catalog of film sources.

2. Sending 12 bulletins to salesmen, which reviewed and highlighted program features.

The bulletins (headlined "Operation Ampro-tunity," to distinguish them from "Amprograms," a company flyer sent to dealers) also made capsulized progress reports on the campaign. These included: a reprint of a report from Ampro's Akron, O. dealer stating he had closed a sale four days after Ampro had sent him a lead (developed from the "Americana Mobiles" advertisement); a reprint of a letter from the super-

**LEADERSHIP THINKING**  
for today's  
selling

"Our company feels that the time to get ready for tougher times in business is right now while sales and profits are up. Training programs might well fall victim of an economy drive if we wait."

—H. C. Nolen, V.-P.  
McKesson & Robbins, Inc.

**TRADEWAYS, INC.**  
285 MADISON AVE. NEW YORK 17, N.Y.

Market and Trade Studies  
Personnel Selection and Training  
Training-Promotion Tools  
Descriptive booklets free on request



## Metal Molds the World

It's difficult to imagine a world without metals. No other industry has contributed so much to our national economy—to America's industrial leadership. Yet, despite their vital importance, metals and metal products must be sold, and leaders in the field make wide use of the pages of Business Week as an ideal sales tool.

**REASON:** Business Week is subscribed to and read by a highly concentrated audience of Management Men. These are key executives to make or influence buying decisions for their firms. They comprise an important market for metals and metal products of almost every description.

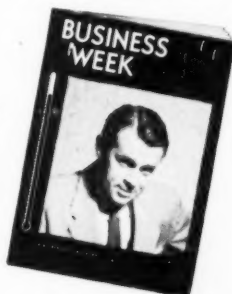
**RESULT:** Week after week, year after year, Business Week regularly carries more pages of metals advertising directed to business and industry than any other general-business or news magazine. For the sound reason that

YOU ADVERTISE IN BUSINESS WEEK WHEN  
YOU WANT TO INFLUENCE MANAGEMENT MEN

**BUSINESS WEEK**

330 WEST 42ND STREET, NEW YORK 36, N. Y.

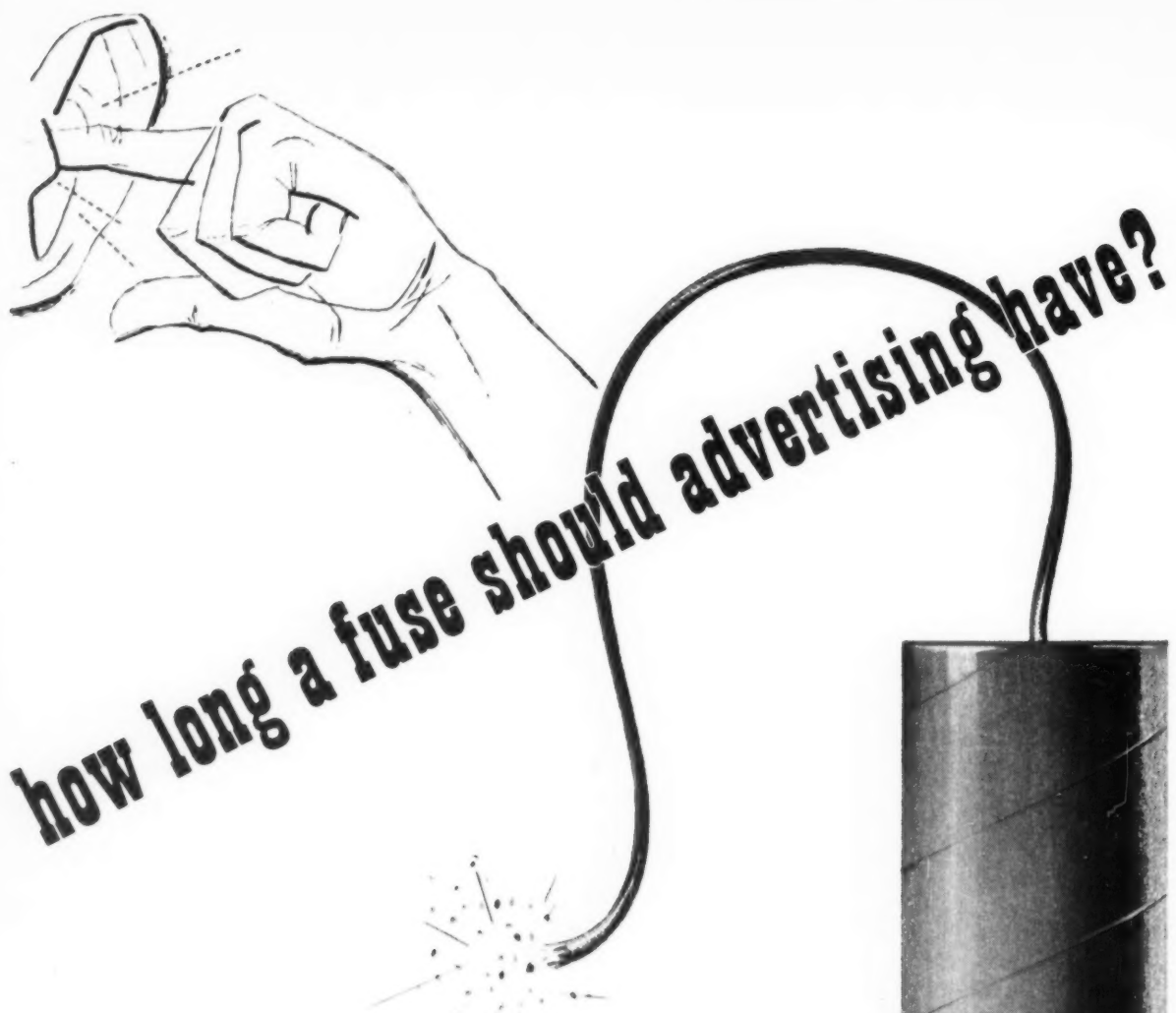
A MCGRAW-HILL PUBLICATION



### These Metal-Producing Companies Advertise to Management in Business Week

Acme Steel Co.	Inland Steel Co.
Allegheny Ludlum Steel Corp.	International Nickel Co., Inc.
Aluminum Co. of America	International Steel Co.
Aluminum Import Corp.	Jessop Steel Co.
(Aluminium, Ltd.)	Jones & Laughlin Steel Corp.
Anacosta Copper Mining Co.	Kennametal, Inc.
Armco Steel Corp.	Kennecott Copper Corp.
Barium Steel Corp.	Keokuk Electro Metals Co.
The Beryllium Corp.	Keystone Steel & Wire Co.
Bethlehem Steel Corp.	Lukens Steel Co.
Brainard Steel Co.	The Malayan Tin Bureau
(Sharon Steel Corp.)	Metal Carbides Corp.
Bristol Brass Corp.	The Midvale Co.
Bundy Tubing Co.	National Bearing Div.
A. M. Byers Co.	(American Brake Shoe Co.)
Campbell, Wyant & Cannon	National Steel Corp.
Foundry Co.	Oliver Iron & Steel Corp.
The Carpenter Steel Co.	Pittsburgh Steel Co.
Chase Brass & Copper Co., Inc.	Republic Steel Corp.
(Kennecott Copper Corp.)	Reynolds Metals Co.
Claymont Steel Products	Revere Copper & Brass, Inc.
(Colorado Fuel & Iron Corp.)	John A. Roebling & Sons Co.
Cold Metal Products Co.	Joseph T. Ryerson & Son, Inc.
Colorado Fuel & Iron Corp.	(Inland Steel Co.)
Continental Copper & Steel	Sharon Steel Corp.
Industries, Inc.	Standard Pressed Steel Co.
Copperweld Steel Co.	Steady Co.
Crucible Steel Co. of America	Timken Roller Bearing Co.
The Eagle Picher Co.	(Steel & Tube Div.)
Federated Metals Div.	Truscon Steel Co.
(American Smelting &	(Republic Steel Corp.)
Refining Corp.)	U. S. Steel Corp.
Follansbee Steel Corp.	Union Carbide & Carbon Corp.
General Metals Corp.	(Electromet Alloys & Metals)
(Enterprise Engine &	Vanadium Corp. of America
Foundry Co.)	Wheeling Steel Corp.
Great Lakes Steel Corp.	Wickwire Spencer Steel Div.
(National Steel Corp.)	(Colorado Fuel & Iron Corp.)
Harvey Aluminum Div.	Wolverine Tube Div.
(Harvey Machine Co., Inc.)	(Columet & Hecla, Inc.)
	Youngstown Sheet & Tube Co.

Source: Publishers Information Bureau Analysis



The ability of the Times-Star to incite explosive action was never better demonstrated. In just sixteen and a half days, 27,344 alert Cincinnatians clipped coupons from the Times-Star and trooped to the offices of the Cincinnati Gas & Electric Company. There they saw a mass display of late model home freezers and refrigerators and frozen foods. They did so on the Times-Star's say-so. All of which points up the keen responsiveness of our readers to modern merchandise—a phenomenon that carries over to the advertising columns. The proof lies in the 45 consecutive years during which General and Retail advertisers have successfully placed more copy in the Times-Star than in any other Cincinnati daily. An imperceptible pause separates the placement of your copy and the ensuing, inevitable bang!

*in cincinnati...* **it's the Times-Star**



NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. La Salle St.

WEST COAST: John E. Lutz Co., 435 W. Michigan Ave., Chicago 11



visor of audio-visual education for the New Haven, Conn., Public Schools, thanking Ampro for the free copy of the "Blue Book" and citing the school's "proud record of not having missed a showing of films in five years because of equipment breakdown"—attributed to use of Ampro equipment and "the training given by Ampro to our technician."

Over-all sales rose 33-1/3% during the three usually "slow" months when the campaign was under way. This was the highest percentage increase in the company's history, except for "war-scare" buying.

#### Returns: 18 to 1

Total cost of the campaign to Ampro was \$25,000—which covered the film, plan book, *Time* mailer, advertisements, educational aids, and merchandise awards. Retail sales of the two projectors exceeded \$444,000 during the promotion—almost an 18 to 1 return. This includes *only* sales directly attributable to the promotion. For at least 15 Ampro dealers, sales rose from 50 to 200% in the corresponding months of 1952.

Marx summarizes the lessons learned from "Operation Ampro-tunity":

"1. Recognize that a well-organized incentive program can lick those 'dog days' of slow sales.

2. Tailor the program to your particular market and sales problems. .

3. Get clear on your objectives and stick to them. Don't get sidetracked.

4. Time it right.

5. Give it plenty of advance planning.

6. Present it to your men dramatically and personally. (Marx found that dealers who attended the sales meetings were more successful than those who received information by mail.)

7. Follow through.

8. Keep the rules simple.

9. Take the time to clear up any misunderstandings about the rules that may crop up during the campaign.

"And, most important, don't expect the incentives—merchandise or otherwise—to do the job alone. Back your salesmen with advertising, point-of-purchase materials and other hard-hitting selling aids. Spell out clearly and often how to do the job. And give them the tools with which to do it."

JULY 1, 1953

"More than successful" . . . says

ROWLAND BRANDWEIN *advertising*

143 East 33rd Street, New York 18, N. Y. MUCLBY HILL 9-4816

June 16, 1953

Wall Street Journal  
44 Broad Street  
New York, New York

Our thanks, Gentlemen,  
for your help.

The Minifon advertisement in May, 1953, Wall Street Journal has been more than successful. The 244 lines ad has brought returns of:

1. Over 1500.
2. High executive level.
3. Approx. 10% conversion.

You may be sure that our future schedules will include Wall Street Journal.

Rowland Brandwein  
Rowland Brandwein

RB:bg

What about *your* schedules? Are *you* taking advantage of the opportunity to reach the men who are on the look-out for the new product, new service, new idea?

Wall Street Journal readers make it their business to know what's new in business. If you want them to put their tremendous influence behind your product, advertise in The Wall Street Journal. You'll find you won't be competing for their attention—they're prepared to meet you more than half way!

ABC Circulation: 250,208 (6 Months Average)

## THE WALL STREET JOURNAL

Published at:

\*NEW YORK  
(Eastern Edition)  
44 Broad Street

\*CHICAGO  
(Midwest Edition)  
12 East Grand Avenue

\*DALLAS  
(Southwest Edition)  
911 Young Street

\*SAN FRANCISCO  
(Pacific Coast Edition)  
415 Bush Street

**Says Chairman Edward F. Howrey**

## **"I Propose that the FTC:**



**"Establish an advisory committee on cost justification;**

**"Set up a Bureau of Consultation;**

**"Submit to a survey by an outside firm of management engineers;**

**"Revitalize its Bureau of Industrial Economics"**

How the Federal Trade Commission is to be run has been disclosed for the first time by Edward F. Howrey, President Eisenhower's first appointee to the FTC and its first Republican chairman in 20 years.

Chairman Howrey, breaking a self-imposed silence since he took office April 1, has outlined a four-point program. If a straight party-line vote were to decide, Howrey could not now put his program into effect. He and Lowell Mason are the only Republicans on the five-man commission. But the term of Stephen J. Spingarn (D., N.Y.), expires September 25, and undoubtedly President Eisenhower will appoint a successor in sympathy with Howrey's program. It is:

### **Advisory Committee on Cost Justification**

"If standard methods and procedures can be developed," says Howrey, "then distribution cost accounting could be built into the seller's formal books of account. This would permit business firms to keep their costs in a form which would enable them to compute directly the distribution costs applicable to specific products, to specific classes of transactions, or to specific classes of customers."

### **Bureau of Consultation**

"The primary purpose of such a Bureau," explains Howrey, "would

be threefold: (1) to act in a cooperative and consultative capacity to business, particularly small business; (2) to give informal advice on all kinds of matters involving the laws administered by the Commission; (3) to seek voluntary compliance with such laws by means of conferences, informal hearings and other types of informal procedures.

"One of the divisions of this Bureau should be concerned exclusively with the problems of small business . . . one of the complaints of small business is the mystery and delay which surround their applications for complaint; they say they drop their complaints in the hopper and never hear from them again unless and until a formal complaint issues or the case is dropped.

"A Conference Division should be established within the Bureau of Consultation to stimulate voluntary compliance.

"Surprise and tactical advantages should be frankly eliminated in all administrative hearings."

### **Submit to outside survey**

"It is believed," says Howrey "that a management survey by an outside firm of management firms is an essential first step in dealing with delay in disposition of cases. I have already recommended to the Commission that such a survey be made in order to eliminate excess paper work, simplify the structure of the Commission's

staff, redefine the ground rules under which the staff operates, and decrease the work load of the individual Commissioners so that they are not overwhelmed by petty matters."

### **Revitalize Bureau of Industrial Economics**

"Standards of proof for measuring injury to competition should be carefully explored," recommends Howrey. "Economics can properly be brought to bear on anti-monopoly cases at four successive levels:

"1. Initiation of cases.

"2. Development in the theory of a case.

"3. Investigation.

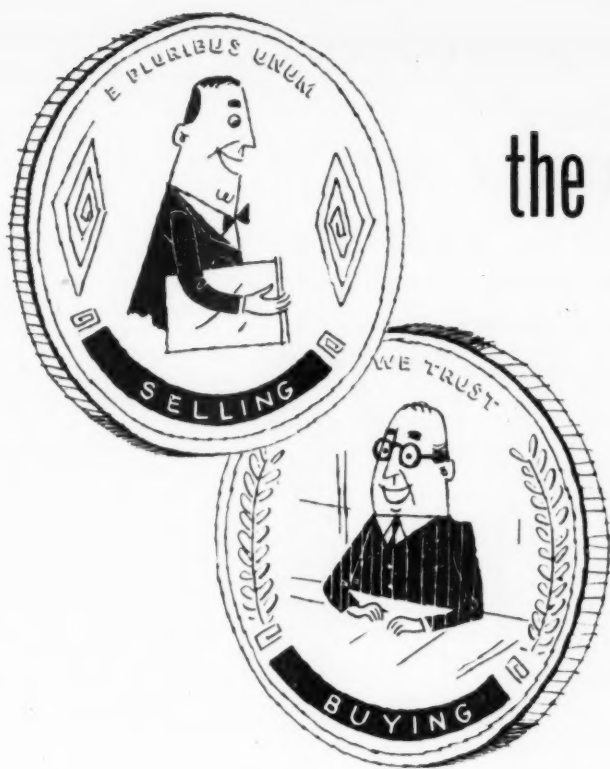
"4. Decision.

"The economic work of the Commission has not been adapted to the requirements of the Administrative Procedure Act. After trial is completed, neither the Hearing Examiner nor the Commission can ask for economic help in cases where the Bureau of Industrial Economics has participated in the development of the prosecution—the Administrative Procedure Act bars the furnishing of such advice.

"This serious defect should be remedied by attaching economic advisers directly to the Commission, and possibly to the Hearing Examiners, to perform economic functions in the same manner as the General Counsel performs legal functions."

### **What is Howrey's Goal for the FTC?**

"In each instance," Howrey believes, "whether compliance be voluntary or by order, the goal is the same—the prevention of improper practices and the perpetuation of our free competitive system through practical and effective enforcement of law."



# the two sides of every penny spent for sales



E PLURIBUS UNUM

This is the familiar side of the *selling* penny . . . the side that portrays the salesman, who, in the course of selling, strives to bring to one successful conclusion the many related activities of advertising, distributing, servicing.



IN GOD WE TRUST

This is the *buyer's* side of the same penny . . . the side that calls to mind the typical industrial buyer's problems of finding the right information about products, comparing available types and makes, selecting companies to contact.

It is significant that this side of the penny bears the legend, **IN GOD WE TRUST**, for all too often the buyer has no other reliable source on which to pin his faith. He grasps prayerfully at such information as is available, and *trusts* that it is adequate. And if it isn't, Lord help him!

\* \* \*

To us it seems that the industrial marketer has here not only an *obligation* to those who may want to buy his product—he also has an *opportunity*—the opportunity to speed sales at lower unit cost by *helping buyers buy!* We've been able to help some clients do this. Like to hear about it?



## The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

**"Ditch-Digging Advertising"™ that Sells by Helping People Buy**

® REG. U. S. PAT. OFF.

# New Wrinkle in Compensation: "Self-Determined Salary"

Advantages, according to Michael-Leonard Co. are these: It stabilizes monthly income for 12-month periods . . . encourages well-rounded sales effort . . . provides strong incentive . . . brings automatic raises to men who earn them.

One of the characteristics of the seed business, probably because of its seasonal peculiarities, has always been the relatively low compensation offered to salesmen. Straight salary arrangements have varied anywhere from \$225 a month, to approximately \$357. Salesmen who worked for salary and commission, seldom topped the latter monthly figure.

The Michael-Leonard Co., seed packer, Sioux City, Ia., realized that it was not an exception in the low-compensation picture. Company ex-

ecutives asked a few questions, found that most of the salesmen were married, and that their wives wanted to know what income they could expect each month.

Management at Michael-Leonard found, too, that they were always running the risk of losing good salesmen to better-paying jobs.

Last year Michael-Leonard called in Van Phillips, head of Phillips Associates, Chicago sales counselors. The company's objective: to give its sales staff fullest opportunity to earn

commissions, and to stabilize salaries. The problem: how to do it? How could it give each man a lift from the \$4,000 salary range to the \$7,500 class? How could it give men territories to justify earnings?

Phillips and Michael-Leonard came up with a plan that is working satisfactorily.

Seed salesmen are merchandising men during the first three or four months of the year. The other eight or nine months are devoted to selling. Michael-Leonard found that it was necessary to help its salesmen help dealers do a better over-all job, and thus put the company in a better competitive position. This, in turn, would result in better community relations for dealers. To help salesmen reach the \$7,500 compensation figure, the company knew that tools must be provided.

Old plans for advertising and point-of-purchase displays were scrapped.

## "This is the size we use in the Growing Greensboro Market!"

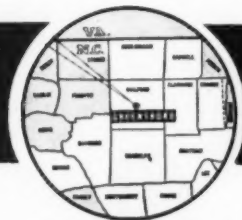


WANT A BEACH HEAD for Southern sales in the South's No. 1 State? . . . It's the Growing Greensboro Market — made up of 700,000 people who comprise 1/6 of North Carolina's total population, and who ring up 1/5 of the state's \$3-billion total sales! . . . Whether you are selling frozen foods or heating pads, overdrives or underwear — you'll learn quickly that folks in the Growing Greensboro Market are better-than-average in the "Spending Dept." . . . Quickest way to put new life into a tired sales curve is to use the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD.

*The only medium with dominant coverage in the Greensboro ABC Market, with selling influence in over half of North Carolina!*

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.



Sales Management Figures



## HOW MANY HOME OWNERS IN "TEST TOWN"?



Know the answer? It's 70.1%—7 out of 10 families in South Bend own their own homes. This is one of the highest percentages of home ownership in the nation. A *stable* market! Furthermore, South Bend's income per household is 4th highest among the country's Standard Metropolitan Areas. A *rich* market! One newspaper, the South Bend Tribune, saturates this great market. Write for free market data book, "Test Town, U. S. A."

**The  
South Bend  
Tribune**

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES



The South Bend, Ind. Market:  
7 Counties, 1/2 Million People

Advertising had been spotty and spread throughout the U.S., so that no one advertisement drew sufficient interest. The only display at point-of-purchase for Michael-Leonard seeds was a card which read: "Bulk Seed Sold Here." Total advertising budget last year was \$4,500.

With the groundwork laid for salesmen, Michael-Leonard was ready to announce its new compensation plan, and new merchandising aids which would cause dealers to think of the company's salesmen as "counselors," rather than as "seed men." Called "Self-Determined Salary," here's how the compensation plan works:

Self-determined salary is a method whereby each salesman determines his succeeding year's salary. Factors which enter into this determination include sales volume, new business, reaching pre-determined quotas, diligence, cooperation. Michael-Leonard uses two methods of salary determination.

1. To determine a salesman's 1954 salary, it is necessary to take his 1953 sales (for example, \$60,000), and to multiply this figure by one or more percentage figures. This percentage

figure (or figures) closely represents the percentage of sales volume Michael-Leonard needs to cover the cost of maintaining the individual salesman in the field.

Assuming this figure is 10%, 10% of \$60,000 would be \$6,000. To arrive at the base salary for the salesman in 1954, the company would deduct his 1953 expenses of \$2,000 from the \$6,000, leaving a salary of \$4,000 to be applied to 1954. Thus, the salesman determines part of his 1954 salary by his sales volume and expenses in 1953. The salesman's 1954 salary can be increased by decreasing his expenses and increasing his sales volume.

### Next Year's Salary

2. In addition to each salesman determining a large portion of his salary for the ensuing year by an increased sales volume and reduced expenses, he can add to his next year's salary as follows:

At the end of each year a company committee reviews each salesman's performance record, and adjusts his earning in line with his ratings on the pre-determined performance factors.

Further, each salesman who reaches or exceeds his sales volume quota, will have his performance-bonus *doubled*. These earnings will be applied to his ensuing year's salary and will augment the previously determined salary.

The performance-quota bonus augmentation of salary is a strong stimulus for each salesman, not only to increase sales, but to fulfill the corollary functions of a salesman which the company considers important to the over-all success of its sales program.

The performance-quota bonus works along these lines:

Will Digg (an imaginary salesman), for example, is rated by six factors:

1. Sales ability
2. Application to job
3. Performance on special assignments
4. Quality and promptness of reports
5. Cooperation and attitude
6. Application of sales training

Each factor is graded, 1 through 10. The first two factors pay a \$20 bonus; factors 3 through 6, a \$10



"You're spoiling me madam; can't you show just a bit more sales-resistance?"

bonus. Grade for a specific factor, multiplied by the bonus for that factor, equals total performance bonus. Therefore, if Digg has a "4" rating in sales ability, that rating is multiplied by \$20 (bonus), which gives a total of \$80 for that point. A "6" rating for application to job, multiplied by a \$20 bonus, nets him \$120.

Digg is rated "2" on special assignment performances, which pays a bonus of \$10; this nets him \$20. He rates "5" on quality and promptness of reports; multiplied by a \$10 bonus, this gives him another \$50—and the same amount for cooperation and attitude. On application of sales training, he pulls a "4": multiplied by the \$10 bonus this awards him another \$40.

Digg's total performance bonus is \$360. If he reaches or exceeds his quota, the bonus is doubled for a total of \$720.

While the self-determined salary method is designed to fit Michael-Leonard's current and future sales programs, the need to conserve the company's cash is recognized. It is important for company salesmen to understand that they determine their salary for the coming year, and do not earn it as immediate cash-in-hand. Thus, if a salesman does a volume of \$100,000 during the company's fiscal year beginning May 31, 1953, and

ending May 31, 1954, the 10% on his record does not mean that he has earned \$10,000 during that fiscal year, but that he has determined that amount for the 1954-55 fiscal year.

A company that uses this system can therefore "postpone" payments to salesmen for their increased volume of business, from the year in which such payments would normally be made as commissions, to the following year. This means that for the first year of operation the company can achieve substantially increased dollar sales volume, with approximately the same or less payment to its salesmen than if there were no increase in sales.

Let's take Digg again, to see how this system works. Preliminary assumptions must be made as to what he will do in the future. But, if he is at all representative, here is how both the company and Digg can benefit:

In 1952, with Digg's estimated sales of \$57,000 and combined salary and expenses of \$6,280, his cost to the company was 10.7% of sales; his salary, \$3,900.

In 1953, with sales of \$73,000 and expenses and salary of \$6,100, his cost to the company would be 8.3% of sales; his salary would remain the same as in 1952. Even though the

## The Building Market— A Constantly Shifting Sales Target

It is not too well understood by manufacturers of building products that the builder of homes represents a constantly shifting sales target, says *Practical Builder*, leading builder magazine. Because of the nature of his business, his volume and output vary from year to year, and what may be a big builder this year may become a little builder next year.

For example, the statement is often made that some 25,000 builders account for the bulk of the new home construction. This is easy to believe, because it is true in many industries that a small percentage of manufacturers account for a large percentage of sales. But in the home building industry no one knows what the actual figure is. The important thing to remember, *Practical Builder* says, is that whether the figure is 25,000, 50,000 or whatever, they are not the same builders every year.

We should remember that, unlike other manufacturers, builders have hardly any factory-invested capital. Their job is their factory. Thus a builder can be a big buyer while his project is being built, and when it is finished he can be virtually out of the market until the next one gets under way.

### Volume Varies Each Year

In a survey of its own 69,000 builder-readers, *Practical Builder* found that only 43.6% built the same number of houses in 1950 that they did in 1949. 35.2% built more homes, 5.6% built fewer homes, and 12% of the builders who built homes in 1949 built no homes at all in 1950.

This is a natural and constant shifting, so the manufacturer who likes the idea of concentrating his sales effort on the top 25,000 would still need 40,000 or 50,000 on his mailing list to make sure that each year he hits the right 25,000 for that year. And there is no way in which any group of builders can be picked or tagged in actuality.

That is why *Practical Builder* has said for many years that the only safe course for a manufacturer of building products to pursue is the true assumption that building is done wherever people live, and the only sure way in which this market can be covered is by constantly exposing your product to the largest number of builders the budget will permit.



*Says a Massachusetts advertiser  
(name on request): "From the  
results we have had to date  
from our first advertisement  
in PB—which appeared  
August 1952—we would not  
consider missing a single issue.  
It is the lowest cost per unit  
of sales of any of the seven  
national magazines we use."*

*Do circulation managers create circulation? Not at all!*

*It is editors who create circulation... at least for a  
business publication. It is editors who must give their*

*readers stout fare... who must attract and*

*hold their audience... who must create a favorable  
sales-climate for you, Mr. Advertiser. And how true*

*this is of **practical builder** For 18*

*pioneering years its pages have been filled with*

*bread-and-butter; with meat-and-money; with practical,  
usable, cashable know-how for the light construction industry.*

*The only magazine published exclusively for builders*

*and contractors... PB delivers the largest*

*builder-buying-power in America!*



**... of the light  
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

# *You're Right!*

**"GALLEY" ... a shallow metal tray in which type is placed for storage, composition or pulling proofs**

**You're Also Right  
When You Use  
The CHRONICLE  
To Sell Houston**



**EXCESS in home-delivered circulation is one of the reasons for The Chronicle's PULLING POWER**

**20.4%  
more than  
2nd paper  
daily**

**21.3%  
more than  
2nd paper  
Sunday**

**72.0%  
more than  
3rd paper  
daily**

**The one newspaper—tested and proved—that can do your selling job in Houston**

Source: Excess in city home-delivered circulation — see March 31, 1953, Publishers' Statement

**40  
consecutive years  
of leadership in  
both circulation  
and advertising**

If you enjoy reading these definitions of newspaper terms we will welcome your comments and contributions. Please address Promotion Department.

## **The Houston Chronicle**

**JESSE H. JONES, Publisher**  
**JOHN T. JONES, Jr., President**

**R. W. McCARTHY, Advertising Director**  
**M. J. GIBBONS, National Advertising Mgr.**

**THE BRANHAM COMPANY—National Representatives**

company has achieved greater sales at less cost per dollar of sales, Digg has, by his performance, raised his salary level in 1954 to \$5,570, an increase of \$1,670 over the previous year.

As contrasted with a commission plan of payment, Michael-Leonard's self-determined salary plan enables each salesman to know, at the end of any given year, exactly what his monthly income will be for each month of the following year.

The self-determined salary method of compensation is advantageous to the company in cases where a salesman resigns, or must be released. Since a salesman who does a good job in a given year is not compensated for his performance until the following fiscal year, the company will not have paid out the money which normally would have been paid for the man's increased performance in the form of commissions at the end of a sales year.

There is a strong incentive factor not only for the salesman to increase his dollar volume, but to do those things the company believes will build a solid sales organization. At the same time, the self-determined salary method permits adequate control over the salesman's activities. Such control becomes weak under a commission plan, Michael-Leonard believes. The company has found that the self-determined salary plan induces its men to work for self-improvement and to become better salesmen; they are not satisfied with "today's volume of business." Michael-Leonard believes that this plan attracts a better caliber of man than would be recruited at its old salary level.

### **Drawback**

The program admittedly requires some additional bookkeeping, but this is comparatively small in relation to benefits. One minor disadvantage is that there may not be room enough for maximizing compensation to a new salesman placed in a poor territory. However, if a new salesman does an outstanding job, he will receive considerable compensation above his percentage of sales, because of the performance-quota bonus. This bonus arrangement encourages a new salesman.

As an aid to increasing sales for its salesmen, Michael-Leonard published, early this year, "The Business Builder," a four-page, offset piece printed on a "green thumb" shade of paper. This goes to all dealers who sell the company's line of seeds, and contains useful information and ideas for building store traffic. One page only

**SALES MANAGEMENT**



is devoted to actual promotion of Michael-Leonard seeds and merchandising suggestions.

Dealers are told through this medium that Michael-Leonard has "endeavored to provide the most comprehensive sales-getting campaign ever offered by a seed company. In the months we spent testing and working out this merchandising plan, we constantly had in mind the objectives of our dealers not only to sell seeds, but to use seed-selling as a drawing card to bring in new customers, customers who are in the market to buy all of the merchandise lines you carry."

### Letter Paves Way

Advance notice of the Michael-Leonard salesman's call is indicated by: "Your representative has been well trained in helping dealers increase sales of all their lines—not only seeds. The Michael-Leonard representative in your area will call on you to give you this personal assistance. Your aim is his aim: to bring in new customers, sell more goods and secure greater profits. Look for him."

As another new service to dealers, Michael-Leonard prepares folders on "Garden Policy," which explain the benefits of Power-Pak'd seeds, and offer gardeners suggestions about how to improve gardens. These booklets have saved a great deal of time for salespeople who previously had to explain technical subjects to customers.

Dealers who carry the Michael-Leonard seed line were also supplied with window-trimming service, rendered by the company's salesmen. This trim is designed not so much to sell seed, but to help attract new customers. Lawn grass banners, which point up the better grass stand, are furnished dealers; these show the Power-Pak'd treatment put on all Michael-Leonard grass seed. Dealers are told: "If you aren't pushing lawn grass as well as garden seed in your community, make sure our representative shows you the new 'self-service' lawn grass display."

Michael-Leonard also offers dealers a plan whereby storekeepers can attract new customers at a total cost of less than 10 cents for each new customer. The company provides dealers with coupons which carry the store's name and address. These coupons offer free to customers a 10-cent packet of seeds for redemption at the store whose name is printed on the coupon. Coupons are used in mailings, are given away at local theaters, gasoline stations, and used as package and bag stuffers in non-competitive stores. Returns range from 15% to 35%.

# Unusual Care...



Bella is a mother dog in Hamburg, Germany whose master offered to let her care for an abandoned tiger cub. The mixed family seems very happy, even at suppertime!

## for Unusual Care on Long-Distance Moves Go the MAYFLOWER Way!

► In long-distance moving unusual care means extra protection, extra precaution, extra attention to every detail. That's what you want . . . and that's what you get when you move your personnel the safe and easy Mayflower Way! Mayflower has standardized into its service—and in many

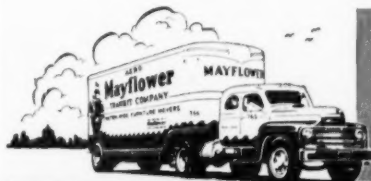
cases pioneered—more major refinements in long-distance moving than any other carrier. For example, Mayflower maintains fully-equipped maintenance shops to prevent breakdowns before they can occur by keeping Mayflower vans always in tip-top operating condition. That's just one of the reasons why it will pay you to call your local Mayflower representative whenever you have personnel to move long-distance.



Extensive maintenance shops keep Mayflower vans rolling on schedule.

### AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



# "Premium speed, Mr. Scot

in

THE IOLA REGISTER, WEDNESDAY EVENING, MARCH 11, 1953.

## HOW DO THEY DO IT?

For speed of editorial and mechanical production, U. S. News & World Report is the most amazing magazine I ever saw. In fact, it is almost unbelievable, even when I see what happens in black and white.

Malenkov was announced as the new prime minister of Russia late last Friday afternoon. The first news of it was carried in the Saturday morning papers.

Yet at nine o'clock MONDAY morning—48 hours after the first news announcement—I had on my desk this 100-page, slick paper, four-color magazine which had traveled from Washington, D. C., by ordinary second class mail.

It contained, not one quick bulletin about Malenkov, but four full length, illustrated, exhaustive articles based on Stalin's death, Malenkov's succession, and what it all meant to the U. S. and the rest of the world.

This is incredible. Forty-eight hours would be good enough time for a first-class letter to take from Washington to Iola. Yet this magazine gathered the facts, wrote the stories, produced and engraved the illustrations, printed three quarters of a million copies in four colors and STILL got here in 48 hours.

How in the world do they do it?

Editor,  
"U.S. News & World Report"

Dear Sir,

I wrote the enclosed editorial this morning out of sheer amazement. I would certainly like to know how you do it.

ANGELO SCOTT  
Editor and Publisher  
IOLA REGISTER  
Iola, Kansas

Now more than 600,000 net paid

# t, is a necessary quality a class news magazine"



"U.S. News & World Report" takes full advantage of week-end premium printing to give our subscribers Monday-morning news for Monday-morning planning and decisions. This is true premium production. It pays off for advertisers because it pays off for our subscribers, and results in more intensive readership. Nine-day news porridge has neither place nor use in the decisions that important people\* must make against the background of the vital news of the day.

One more important point, Mr. Scott. So much news in "U.S. News & World Report" is original news, news not published anywhere else, that the minute it appears, it becomes news.

*A market not duplicated by any other  
news or management magazine*

circulation



**\* IMPORTANT PEOPLE—**

**600,000 V.I.P.'s** (Very Important Purchasers) holding positions of responsibility in business, industry, government and the professions. Together, they account for a major segment of all the business and industrial purchasing of the nation. Because of their high incomes—highest of all news magazines—they also constitute a cream-level market for all quality products and services for gracious homes and families.

**Advertising Offices:**

30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.  
BOSTON • PHILADELPHIA • CLEVELAND  
DETROIT • CHICAGO • ST. LOUIS  
SAN FRANCISCO • WASHINGTON

# People and their Ideas

## The Best S.M.?

"It is strange that, of all the major skills the salesman has acquired in his selling job, only one is useful in his job as manager . . . knowledge of the company's selling operation. In fact he may find difficulty in transferring even this one major skill to his men; for being a good salesman is one skill and knowing how to teach others to become effective salesmen is another and entirely different skill. Experience shows that the best salesmen are not always those who practice a conscious and patterned technique but those who, having developed an excellent technique, are wholly unconscious of what constitutes their own pattern and method. If one of these latter field selling geniuses (and many top-flight salesmen are found in this group of 'unconscious technicians') is promoted to manager and tries to teach his process to others he often fails to the point of utter frustration . . . Sometimes . . . to promote your best salesman to manager without any intermediate process of management training is to lose your best salesman and gain your poorest manager." **Burton Bigelow**, to the Eastern Marketing Group, American Pharmaceutical Manufacturers' Association.

## Reading and Your Job

Sales-minded executives, said **Elizabeth A. Simpson**, director of reading service, Institute for Psychological Services, Illinois Institute of Technology, to National Sales Executives—should cultivate faster, more effective reading: "Reading should not be regarded as an isolated skill. Many jobs presuppose the ability to read well. Sales executives have to read for a variety of purposes and should not have to read everything the same way. To be a flexible reader requires fast, effective reading habits. Reading, vocabulary, comprehension and rate can be improved through definite and systematic training. Effective reading habits may mean the difference between lacking self-confidence and having (it). Improved reading will result in improved effectiveness in your job and you will be a greater asset to your company."

## The Salesman Rises

"Twenty to thirty years ago most presidents and board members were production men or financial men. Today, an increasing number are men whose primary background has been in selling. Selling itself has undergone a startling metamorphosis. We have moved away from the high pressure improvisations of born salesmen who 'flew by the seat of their pants,' to the carefully-worked-out strategies of today's planned selling. You and I take it very much for granted that our air line pilot must have the latest scientific controls and instruments at his fingertips when he flies the nation's commercial air lanes. . . . Well, modern selling is much the same deal. And though many firms today are still allowing their sales divisions to fly by the seat of their pants this is becoming the exception rather than the rule. We are really just entering the era when it will be commonplace to expect and demand the modern tools of sales management." **S. J. Robinson**, to NSE Convention.

## Make 'Em Want It

**Arno H. Johnson**—who's v-p and director of research, J. Walter Thompson Co. — believes salesmen will be telling forces in our future economic picture. To the National Sales Executives he said: "Selling and advertising are needed as never before to build markets that can absorb our production and provide employment when defense slows down."

## Train Your Team

**H. C. Nolem** told the NSE it should train its sales management team, train it well and train it first. Speaking of his company's experience he said, "Here is what we (McKesson & Robbins, Inc.) feel is necessary to the planning and conduct of a good sales executives' or supervisory course: (1) Set clear objectives. (2) Write out principles and procedures. (It took us two years to search out best procedures.) (3) Determine teaching methods. (4) Emphasis on learning by doing. (5) Select right trainers. (6) Make the course interesting. (7) Let them know how they did, and (8) follow up for improvement."



BOUDINOT

**D. J. Boudinot** is the new gsm, Toledo Scale Co. . . **Edward Salas** has been appointed advertising manager, Sapolin Paints, Inc. . . The Electric Auto-Lite Co. has named **L. B. O'Loughlin** sales manager, Spark Plug Division . . . New product sales manager for radio, Crosley Division, Avco Manufacturing Corp., **C. F. McGraw** . . . **Donald Hamilton, Jr.** has been appointed gsm, Ediphone Division, Thomas A. Edison, Inc. . . Consolidation of all advertising and sales promotion activities under the direction of **Tom Gibbons** has been announced by The Coleman Co., Inc. . . New market manager of gas controls for Minneapolis-Honeywell Regulator Co. is **John McCardle** . . **Chester J. Noonan** has been elected v-p and general manager, Footwear and General Products Division, United States Rubber Co. . . **Stuart H. Lane** has been elected president and general manager, The American Art Works, Inc. . . **Ralph Tanner** is now v-p and director, Mooresville Mills. He's been coordinator of sales and advertising.



ZIEGLER

**R. A. Ziegler** has been named advertising manager, Cluett, Peabody & Co., Inc.

SALES MANAGEMENT



the  
**PLAIN DEALER**  
goes...



where the  
**MONEY**  
flows!

71% of the Plain Dealer's daily circulation in Greater Cleveland reaches families that account for 73.9% of the city's retail sales. In addition to blanketing *Cleveland's* effective buyers, the Plain Dealer advertiser gets a valuable bonus—dominant coverage of the rich 26-county adjacent area that constitutes the Plain Dealer's famous 2-in-1 market...*both* for one low cost.



	(Cleveland) Cuyahoga Co.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,803,864,000	\$1,466,720,000
Food Sales . . . . .	487,941,000	376,096,000
Gen. Merchandise Sales . . . . .	265,797,000	115,023,000
Drug Sales . . . . .	58,480,000	35,890,000
Furn., Hsld., Radio Sales . . . . .	93,912,000	68,849,000
Eff. Buying Income . . . . .	2,840,383,000	2,269,476,000

\*Akron, Canton, Youngstown not included.  
Figures—Sales Management Survey, May, 1953

# CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc.,  
New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

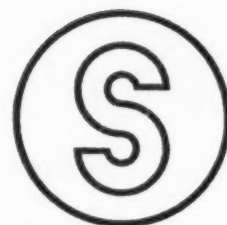
JULY 1, 1953



**how  
do  
you  
make  
your  
catalog  
accessible  
to  
your  
prospects?**



When a prospect needs your catalog,  
must he write...and wait for it?



SALES MANAGEMENT



**Do you send the catalog out and hope it will be kept  
where your prospect can find it when he needs it?**

### **What's best for the buyer is best for you . . .**

. . . and there's only *one* way to be *sure* he'll *have* your catalog handy, *always*.  
Send it to him pre-filed in a bound collection of catalogs.

The whole Sweet's idea of providing buyers with bound collections of manufacturers' catalogs, classified and indexed for easy use, came from the *needs* of specifiers and buyers. It has succeeded because manufacturers found they could sell easier when they made it easier for buyers to locate information about their products.

Right now 1,480 industrial marketers use Sweet's facilities to make their catalogs instantly accessible to the people most likely to need information about their products in the following markets: Product Engineering, Plant Engineering, General Construction, Industrial Construction, Light Construction.

The Sweet's man in your locality will be glad to show you how other industrial marketers use Sweet's facilities to be *sure* their catalogs are *really accessible* to their prospects.



**FREE:** Pocket-size booklet, "How to Improve Marketing Efficiency through Improved Catalog Procedure."  
Write Dept. 9, Sweet's Catalog Service,  
119 West 40th Street, New York 18, New York.

## **Sweet's Catalog Service**

**designers, producers and distributors of manufacturers' market-specialized catalogs**

**DIVISION OF F. W. DODGE CORPORATION**

**119 WEST 40th STREET, NEW YORK 18, NEW YORK**

**Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco**

*Easy to fix with  
tender, plump, delicious*

*California  
Prunes*



BEHIND THIS AD COPY: a 50-page report by Dr. Ernest Dichter of the Institute for Research in Mass Motivation.

## Shy Prune Rises to Repudiate Its Wallflower Personality

Hear, reader, the story of the product that hired a psychologist to analyze its low popularity rating. Hear, too, of the discovery of latent sales appeal—and see how a new kind of promotion is already changing public attitudes.

**Based on an interview with  
RAY W. JEWELL  
Manager, California Prune Marketing Program**

Prunes are getting a new sales personality. It's one of the interesting promotional stories of the year, filled with human elements and inspiration for any manufacturer of an unattractive product.

The people who grow and sell prunes in recent years have been discouraged because it looked as though there were more prunes than people with prune appetites.

The prune folks set out to psychoanalyze the situation. What was behind the shunning of the wholesome prune? What deep-seated conflict was there between prunes and people? What ambivalent attractions and repulsions? And how might they be overcome?

Findings were surprising. People don't dislike prunes, the study disclosed. Actually, they want to like them, or to be able to admit that they

like them. And that's the reason the prune industry is attempting to make prunes more attractive, with slogans such as: "Discover the California Wonder Fruit!" . . . "Magic Helpings of Energy!" . . . "Luscious" . . . "Always Ready" . . . "Out of your Handy Sunshine Jar" . . .

Things are looking better even at this early stage of the campaign.

Ray W. Jewell, manager of the California Prune Marketing Program, says domestic sales for the current crop year to date (Aug. 1952, through Feb. 1953) "totaled 8% more than for the same period the previous year."

The gain is not spectacular, but the industry was prepared for that. At the start the industry realized that it had an uphill job of reversing prejudice which could not be accomplished overnight. It took these main steps:

1. The problem was faced: Prunes were not selling in America in proportion to their value. The apparent reason: prejudice.

2. The California Prune Advisory Board, San Francisco, and Botsford, Constantine and Gardner, the advertising agency appointed by the industry to handle its advertising, called in Dr. Ernest Dichter, of the Institute for Research in Mass Motivations, to conduct a depth study of people's attitudes toward prunes.

3. Dr. Dichter's single-space, 50-page typewritten report, detailing the objections to prunes, and grounds for meeting and overcoming them, became the basis for a new approach to the selling of prunes.

4. The report was coupled with existent statistical data and confidential information furnished by individual members of the industry's packer groups. It was correlated into a campaign theme that was a new approach for testing in an initial advertising program.

5. The campaign included point-of-purchase suggestions for retail promotion with a new look.

6. A beginning was made toward convincing managements of hotels, restaurants, hospitals and other institutions that prunes need not be dull,



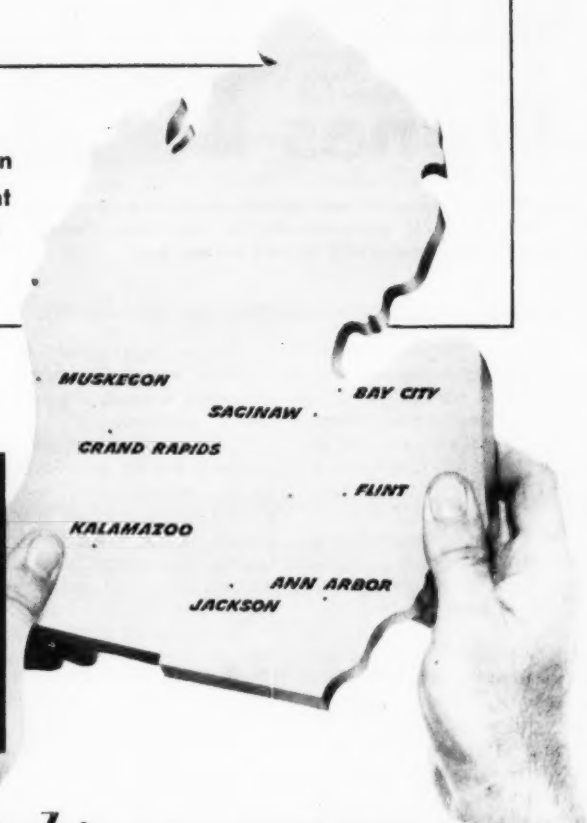
*did  
you  
know*

*that* the Booth-published Saginaw News carries more retail grocery lineage than two Detroit newspapers combined? Or, that on a recent Duncan Hines' cake-mix campaign, this Booth Michigan Newspaper PRODUCED MORE COUPONS than any other newspaper on the Duncan Hines' list? Booth Michigan Newspapers are known not only for the high volume of advertising which advertisers place in them but also for the **MERCHANDISE THEY SELL**. It's good business to have your advertising schedules adequately represented in the 8 Booth Michigan Markets. Use your dealers' preferred local media—news-papers!

Ask your Booth man  
for specific information  
helpful on your current  
schedules. Use phone  
numbers below.

For latest  
market  
folder,  
call . . .

A. N. Koch  
110 E. 42nd Street  
New York 17, New York  
Oxford 7-1260  
  
The John E. Lutz Co.  
435 N. Michigan Avenue  
Chicago 11, Illinois  
Superior 7-4680



# 8 **BOOTH** *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



## now...profits from Prunes the year around!



**TO THE TRADE:** If consumers were prejudiced against prunes, retailers were likely to be, too. So in publications for the food trade, California Prune Marketing outlined a promotion built around a real news peg.

and that they may be served and enjoyed in a variety of ways.

There is good reason to take prunes seriously. The fruit accounts for a \$30-million segment of California's agricultural production. Before World War II a substantial portion of California's annual prune crop was sold abroad, particularly in Europe. War and resultant conditions during the past 12 years have crippled the export market.

The industry realized that it must act to meet new conditions, and that its long-range objective should be to increase per capita consumption of prunes at home. The foundation for this program was laid with two important moves. The first was the setting up, in 1949, of a Federal Marketing Order for the regulation of California prunes. The second was a broadening of the State Marketing Program to permit assessment of industry members for advertising and promotion.

The Federal Order covered two activities: Control of quality; disposition of surpluses.

To control quality, an inspection program was set up whereby all California prunes are inspected and graded when received from the producers, before shipment by packers. Under this system all fruit sent to market by prune industry members meets Marketing Order Standards.

To dispose of surpluses, a program was set up to balance anticipated demand for prunes against supply. The supply available in trade channels is now limited to what the domestic and export market is estimated to be able to absorb in a given crop year, and the balance is allocated to a surplus pool. An effort is made to dispose of surplus in export and non-human consumption channels. In heavy surplus years the portion of the production which is substandard, and some of the small standard prunes, is diverted to animal feed.

Surplus disposal activity is controlled by a two-member committee (representing 14 growers and 7 packers) headed by chairman R. A. McArthur. McArthur reports that about 44,000 tons of prunes were in the surplus pool in the 1951-52 crop year. By Aug. 1, 1952, the committee had engineered sales of 7,314 tons of prunes to West Germany, and 6,380 tons to Norway, completing disposition of the surplus so that the carry-over was in keeping with normal market needs.

This self-imposed industry control measure, McArthur points out, had an immediate beneficial effect in stabilizing marketing of prunes at the wholesale and retail levels. With the removal of the surplus the total supply for the 1952-53 marketing season, including carry-over, was estimated at a maximum of 155,000 tons. This compared with a total supply during the previous year, including carry-over, of 205,000 tons as the new crop was due.

### How They Finance It

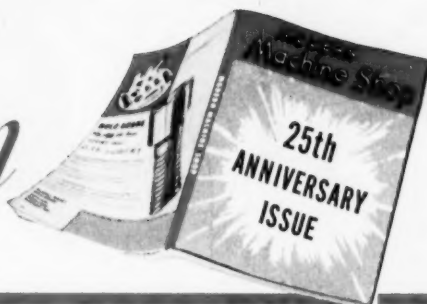
The next step was the state program. The prune industry for some years had carried out a limited program under the State Department of Agriculture, which covered education and marketing research.

In 1951 it took steps to broaden the program to include advertising and promotion. In January, 1952, a State Marketing Order became effective which permitted producers and packers to raise their per capita assessment of themselves from 25 cents a ton to a maximum of \$2 a ton, depending on the needs of the subsequently developed program. The initial assessment, in 1952, was \$1.50 a ton. With the increase it was possible to plan the first phase of a five-year promotional program to make the public prune-conscious.

Producers and packers of prunes were confident that the positive qualities of the fruit—nutritional value (mineral and vitamin content), diversity of use, palatability—would enable it to bid successfully for a larger share of the American family's food purchasing dollar. The problem: How to proceed in the face of altered tastes and habits of a new generation?

Anxious for more than surface facts as a basis for its promotional planning, the industry and its agency called on Dr. Dichter (who had made many similar studies in the past) for a psychological depth study of people's conscious and unconscious attitudes toward prunes, and how they might be motivated to buy more.

# *You're Invited To a Celebration*



## **Why**

to mark the 25th Anniversary of MODERN MACHINE SHOP and the beginning of its second quarter-century of service to the metalworking industry.

## **Where**

between the covers of September MODERN MACHINE SHOP, a unique issue devoted to "More Production Through Modernization."

## **Who**

leaders from both large and small plants in American industry will tell how they are saving time and money with new tools, methods and processes in all types of operations.

## **How**

join the celebration by slanting your advertising to the September theme. Take advantage of intense editorial interest, increased readership, exceptional advertising value.

## **When**

regular September issue. Make sure you're there. Write, wire or phone a space reservation today.

## **R. S. V. P.**

before August 1st . . . because the September issue of MODERN MACHINE SHOP will be the biggest editorial event in metalworking . . . 1953's best buy in advertising.

REGULAR SPACE RATES APPLY

# **MODERN MACHINE SHOP**

431 Main St.

Cincinnati 2, Ohio





## SELL HER YOUR PRODUCTS BEFORE SHE REACHES THE RETAILER

Use the medium the consumer turns to daily for buying ideas . . . the newspaper. In Fort Worth and the 100 county West Texas Trading area the leading newspaper is the Fort Worth Star-Telegram, because in Fort Worth, 9 out of every 10 families read the Daily and Sunday editions. In the 100 county West Texas Trading area, average family coverage is 43.9% Daily and 39.4% Sunday.\*

\*Audit Bureau of Circulations.

### THE CONSUMERS WITH THE ABILITY TO BUY!

#### POPULATION

Fort Worth (Metropolitan Area)	408,100
Trading Area	1,928,700

#### EFFECTIVE BUYING INCOME

Fort Worth (Metropolitan Area)	\$ 715,807,000
Trading Area	\$2,848,613,000

#### SALES PER FAMILY

Metropolitan Fort Worth ranks 1st in Texas  
2nd nationally among metropolitan areas over  
400,000 population.

1953 Sales Management Survey of Buying Power

### THE FORT WORTH STAR-TELEGRAM REACHES MORE CONSUMERS IN TEXAS THAN ANY OTHER NEWSPAPER

Total Net Paid Star-Telegram Circulation

**242,542**

(Morning & Evening)

**223,444**

(Sunday)

Publisher's Statement to Audit Bureau of Circulation March 31, 1953

WRITE Amon Carter, Jr.,  
National Advertising Director,  
for complete market  
and circulation analysis.

**FORT WORTH STAR-TELEGRAM**

AMON G. CARTER, Publisher  
AMON G. CARTER, JR., President and National Advertising Director

**LARGEST CIRCULATION IN TEXAS**

without the use of schemes, premiums or contests — "Just a Good Newspaper."

The study disclosed that few people were indifferent to prunes. The majority felt strongly about them, pro or con, but attitudes were mixed. Actually, where dislike existed it was not for the prune as a rule but for some association with it, or for some preconceived idea of the fruit.

Dr. Dichter's researchers heard nice things about prunes from their interviewees. They also heard that: prunes are too dried, wrinkled, black; too sour; too sweet; too hard to eat; too soft and slimy. Prunes are considered symbols of old age, 37% of the interviewees revealed. They are suspected of being devitalized, denaturalized. They are a symbol of parental authority; are plebeian and lack prestige; utilitarian (hence, not pleasurable); are eaten by peculiar people such as food fadists; are associated with a stay in a hospital, rest home, a stint in the Army.

### "Desexualized Spinster"

The "use of the word prune to connote a dried-out, desexualized spinster" also was found to play a part in the emotional build-up against the fruit.

The report states: "Food is the stuff which people know keeps them alive. The more 'alive' a food is considered, the more vitality it is believed to provide for the eater." Basically, it is observed, people enjoy foods which are "strong, hard, and healthy," but at the same time "luscious." Tactile and visual gratification were found to be important in people's enjoyment of a food—and frequently lacking (or thought to be lacking) in prunes.

While it was revealed that "there are many cultural and psychological factors which operate against full acceptance of prunes, in the most realistic sense, in terms of the simple physical properties of the fruit," there was strong evidence of willingness to accept prunes. What's more, researchers found it difficult to distinguish between prune eaters and non-eaters. Among the positive qualities prunes were admitted to possess were that they are chewy, tart-and-sweet, small, a natural food, a natural laxative. Many of the people who eat the fruit regularly said they liked to chew on it raw and that it made them "feel good."

Industry men combined the report findings with their own evidence of conditions in the prune market, and with facts gathered from 7,000 prune growers and packers. They conceded that the job before them looked like

SALES MANAGEMENT



a long, uphill struggle. But they had a great deal of information to counteract the public's negative frame of mind with respect to prunes.

Their task, the Marketing Program executives and advertising advisors resolved, was not primarily an immediate hard-selling job. They had a more subtle, long-range objective: To change consumer attitudes about prunes. The selling job, and all advertising and promotion implementing it, were to reflect a "new look." Advertising was to look different, "feel" different from any previous prune promotion and differ, even, from the general run of food advertising.

The agency believed that the advertising had to be fresh, gay, colorful, brilliant—to counteract people's ideas of prunes as dead, dried-up, de-naturalized. It was intended to suggest youth, activity, to overcome the prejudice that prunes are "old people's food," "medicine," "devitalized, impotent, infertile." The element of enjoyment was stressed.

The industry believed that its greatest potential existed where prejudice was not solidly entrenched—among the new generation of home makers, youthful families conditioned to citrus and other fruits and uninformed about uses for prunes. The initial campaign was aimed at con-

vincing these new families that they had been missing something by not "discovering" prunes—at making them think: "Here's something different. I never thought of prunes like this."

How did the copy make effective use of affirmative feelings toward prunes and dissolve prejudice? It stressed *energy*. The reasoning behind it? "The public is so aware of prunes as a 'health food,' it would be difficult to convince them that prunes are eaten solely because they are so good-tasting." But by putting the health story on a positive basis (as against the more negative laxative angle) industry men believed that they might advantageously use the existent belief in the health value of prunes.

"Luscious" came second to "energy" as a key word. Prunes became the "luscious, sun-soaked, wonder fruit," good in itself, in addition to being healthful. It was characterized as: "The treat that's naturally sweet."

Today's housewives are nutrition-conscious. They also like ease of preparation, and menu variety. The advertising agency came up with a "Sunshine Jar" which was plugged in all copy. ("So easy to have on hand. Be prepared.")

This was the first step taken to



JULY 1, 1953

## "T" is for Teacher



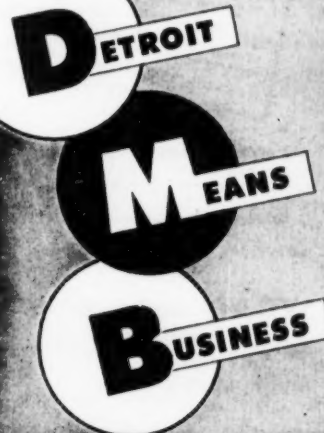
### And she could tell Mom a thing or two

Teachers spend even more time with their 26,000,000 school kids than Mom does. That's why, like Mom, teacher is in a position to leave indelible impressions in the mind of these youngsters.

Children invariably take home what "My teacher says." And often some of teacher's acquired knowledge and opinions come from her own state teachers' magazine. Thus your company, business or association may influence 10,000,000 homes through your advertising messages in State Teachers Magazines.

Teachers read State Teachers Magazines. There are over 900,000 subscribers. You can reach any or all of these teachers through 44 State Teachers Magazines. For the full story, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

## State TEACHERS Magazines



For factual information on the Detroit Market—write to the Promotional and Research Department.

450,054 Weekdays  
552,238 Sundays

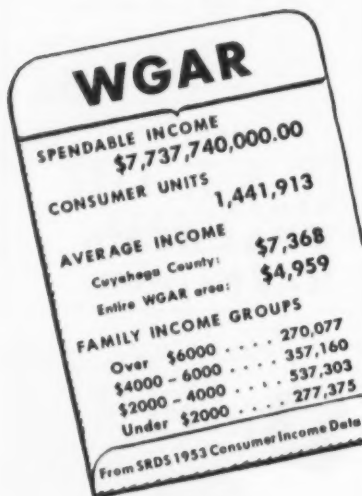
Highest weekday and Sunday circulation of any Michigan newspaper, exclusive of pre-dates.

A.B.C. figures for 6-month period ending March 31, 1953

**The Detroit News**  
THE HOME NEWSPAPER



**1,721,845 on the job in the area served by the 50,000-watt voice of**



**THE BEST LOCATION IN THE NATION**  
has **MORE PEOPLE** (4,517,000 persons)  
in **MORE JOBS** (Employment 1,721,845)  
with **MORE MONEY** (7½ billion!)

**WGAR reaches MORE**  
**listeners MORE effectively**  
**MORE often !**

inform housewives of various uses for cooked prunes, to encourage more frequent use with little effort.

In the early stages of the campaign, however, recipes are not stressed; most emphasis is on establishing positive acceptance. One of the most interesting approaches is to encourage the eating of raw prunes, particularly by children and young people—the present most-easy-to-win market. Eating of raw prunes is believed to be “a most socially-acceptable way of consuming prunes,” and one against which there seems least resistance.

The promotional effort started late in 1952. It was launched in what industry men consider the “six top-ranking metropolitan marketing areas of the United States, representing almost one-third of the national sales potential.” The areas include New York, Philadelphia, Detroit, Chicago, Los Angeles, and the San Francisco Bay Area. Plans were set for full-color advertising in Sunday magazine supplements at three-week intervals in newspapers published in these cities.

Point-of-purchase advertising included a kit of four-color display material which followed the same copy style and themes.

#### 8% Sales Gain

Hotels, hospitals, restaurants and other institutions play a dual role in promotion of the prune. They are important customers. The manner in which they present the fruit may determine consumer attitudes toward it.

The industry has begun to tackle this situation, too. Some preliminary advertising has gone into *American Restaurant*, *Hotel Monthly*, *Journal of the American Dietetic Association* and *Modern Hospital*.

Backing up the advertising, the Marketing Program uses one field man to work with brokers, packers, and their salesmen to see that they are imbued with the new approach.

That after only four months of consumer conditioning an 8% gain in sales has resulted seems to indicate that a start in the right direction has been made. “Independent studies sponsored by the U.S. Department of Agriculture indicate two important advances we have made,” comments Jewell. “Since our industry advertising began last fall, more consumers are buying prunes than at any time since the war. Equally significant, the consumption by prune-loving families is on the increase.”

All this seems to presage a future for the prune more in keeping with its wholesome nature, and a happier time for the prune industry.

## We believe...

**... a radio station has a duty, to its advertisers and listeners—and that a statement of our beliefs and policies is important to both our listeners and our clients.**



**1** We have one rate card. All WGAR advertisers pay the same amount of money for similar services.



**2** We believe that any attempt to buy listening by offering prizes as a reward is a deception not in the public interest. Our high listenership is created and maintained through the exceptional entertainment and informational value of our programs.



**3** Every day, Cleveland's Friendly Station is invited into hundreds of thousands of homes in Northeastern Ohio. Therefore we strive to act as a becoming guest. No advertising matter, programs or announcements are accepted which would be offensive, deceptive or injurious to the interests of the public.



**4** We believe in fairness to responsible people of all convictions. Those of different religious faiths broadcast freely... and free... over our facilities. Balanced controversies are aired regularly without charge. We practice freedom of expression without penalty to those whose opinions differ from our own.



**5** We believe that we serve our advertisers more effectively by broadcasting no more than a single announcement between programs.

**\***  
If you are not advertising on WGAR, we invite you into the good company of those who are.

# Does Mr. X know about your product?

Who is Mr. X?

He's a thousand different men.

And every day he blocks a thousand different sales.

He's the fellow your salesman never sees . . . maybe doesn't even know he exists.

But he crops up more often than you may realize. He's the man who sits in on a buying decision and says, "Never heard of that outfit." The block thrown up by Mr. X can kill the sale—or divert it to a competitor.

This serious problem in industrial selling was brought into sharp focus by a thorough survey recently made in one fairly large company.

This company had 125 key officials and 97 of them stated that they had a voice in buying decisions.

30 of these men with buying influence make a practice of seeing salesmen . . . but the other 67 almost never had a direct sales contact!

The firms which were attempting to sell this company invariably had no more than *six sales contacts*. Depending upon the product sold, these firms were missing from 30 to 67 men who could block the sale.

Reaching and influencing such men is one of the main jobs of your publication advertising. Establishing contact with all the hidden buying influences and with the oncoming crop of new men is a far greater job than any sales force can cope with personally. But these men must read industrial publications . . . and 95% of the readers of business papers read the advertisements.

Why not talk this over with your advertising agency? A capable agency which has the benefit of a completely frank discussion of sales problems can help immeasurably in solving them.

And an effective advertising program, well planned and executed, can put "Mr. X" on *your* team when buying decisions are discussed.

THE **PENTON** PUBLISHING COMPANY  
PENTON BUILDING • CLEVELAND 13, OHIO

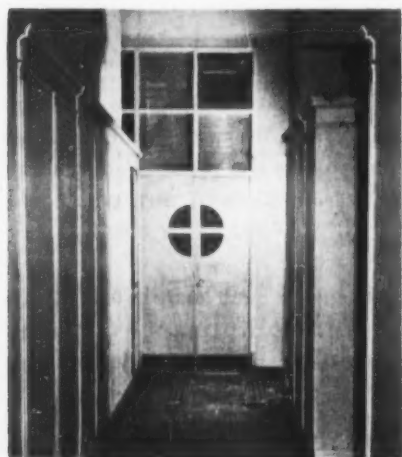




**BEFORE:** Reception room. Nice, but no sales oomph.



**AFTER:** Same space, new spirit. Displays are from "Promotion-a-Month" series.



**BEFORE:** Hallway. Architectural blank.



**AFTER:** Wall knocked out. Hospitality. Current and topical display boards.

## Lee Hat's Idea Center: Showroom with Accent on Selling

Retailers who call at Lee's New York headquarters get a painless education in point-of-purchase merchandising.

Members of the hat industry believe that hats must be *sold* to men. The selling job is enormous, but so is the potential market.

The Frank H. Lee Co., Danbury, Conn., makers of Lee and Disney hats, and one of America's leading hat manufacturers, has embarked on an aggressive campaign designed to help dealers get a bigger slice of that largely undeveloped market.

Lee's campaign ideas are presented to dealers in various ways: through the sales force; through advertising; by mail. The richest source is Lee's New York headquarters, which is regularly visited in a normal year by an average of 1,000 dealers. Reports on the inspirational effect of such visits indicate that more dealers will come, and that they will come more often.

The showroom, termed an "idea clinic" by James B. Lee, president, was redesigned early this year, by Arthur L. Finn, New York industrial designer, who worked with Lee's sales and advertising vice-president, E. A. Korchnoy. Its outstanding characteristic is its use of every available inch of space for selling.

This maximum use of space is apparent if the present reception room is compared with the old one. Even before it was redesigned, the room was attractive, with its modern furniture and bamboo-covered walls, but there was nothing in it to stimulate or inspire the dealers who spent so



# A house-to-house Salesman

**everyone  
is GLAD  
to see!**



## **POWER**

The only maximum power (100KW)  
station in the area.

## **COVERAGE**

140 mile radius  
based on special study just completed.\*

## **AUDIENCE**

Leads five out of seven nights.\*\*

## **PROGRAMS**

Leads in 9 of Top 15.\*\*\*

## **PRESTIGE**

In the tradition of WOAI, radio leader  
for 32 years in the Southwest.

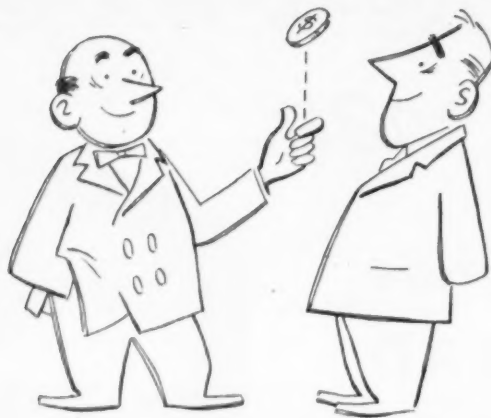
*The Quality Station with the Quality Picture*

Represented Nationally by  
**EDWARD PETRY & COMPANY, INC.**  
New York — Chicago — Los Angeles — St. Louis  
Dallas — San Francisco — Detroit

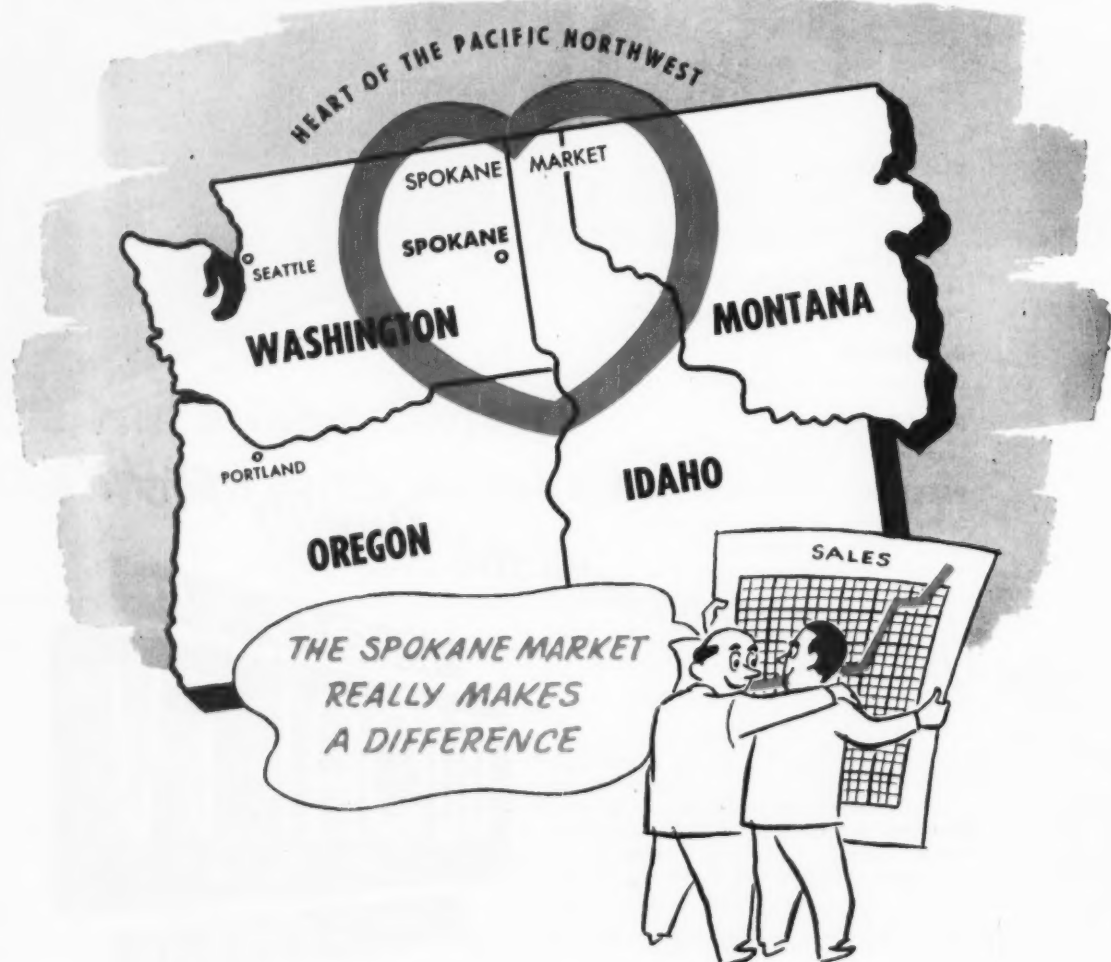
**NBC AFFILIATE**  
**WOAI-TV**  
CHANNEL 4  
**SAN ANTONIO**

\*Write or ask Petry for copy. \*\*Hooper, April 1953. \*\*\*Hooper, April 1953.

**sales dollars get bigger**



*When you cover the Billion*



and bigger . . .



## Dollar Spokane Market

**IT'S ONE OF THE THREE MUST MARKETS  
IN THE PACIFIC NORTHWEST**

YES, SALES DOLLARS DO GROW BIGGER AND BIGGER WHEN YOU COVER THE BILLION DOLLAR SPOKANE MARKET. More than a million people! Net buying income over a billion! More than 900 million in Retail Sales! Those are just a few of the reasons why the Spokane Market—a BIG market in its own right—is of particular importance in any Pacific Northwest sales program. Although the very heart of the Pacific Northwest, the Billion Dollar Spokane Market is a distinctly independent and unified trade area, distant from and unaffected by advertising efforts in coastal regions 300 miles or more distant.

Definitely, covering the Spokane Market should be a prime consideration of any Pacific Northwest sales program. You can't afford to pass by a region with more people than Baltimore or Cleveland. The most effective and profitable route to sales in this big-buying region is via excellent coverage and readership of the two newspapers residents have read and shopped from since pioneer days—The Spokesman-Review and Spokane Daily Chronicle. With 89% of their subscribers receiving their papers by carrier delivery at home, these two great dailies have the coverage and acceptance which sells the Spokane Market as does no other advertising medium.

Cover the Billion Dollar Spokane Market and watch your sales dollars grow bigger and bigger in '53.

**THE SPOKESMAN-REVIEW**  
MORNING SUNDAY  
**Spokane Daily Chronicle**  
EVENING  
SPOKANE, WASHINGTON

**Combined Daily  
CIRCULATION**

**Now Over**

**160,000**

**81.84% UN-duplicated**

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,  
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY  
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

# for SALES APTITUDE TESTING

Servicing the  
United States and Canada

**The KLEIN INSTITUTE FOR  
APTITUDE TESTING, INC.**

JACK KLEIN, PRESIDENT

420 Lexington Avenue      New York 17, N. Y.  
MUrray Hill 3-5171

much time there. As dealers enter the present showroom attention is directed to the focal point of the area—the idea-provoking sample windows at the rear, which are periodically re-decorated by experts.

The windows are relatively simple and inexpensive, to broaden their usefulness, Korchnoy explains. They are devoted to Lee's two main price lines: Lee hats ranging from \$7.50 to \$20; the Disney line from \$10 to \$40 (as well as straw and beachwear hats of both lines). A practical touch is the inclusion of a card which itemizes what is in the window, with approximate costs, and names of sources of any props not likely to be found in the average store.

A window shown in May, for example, featured a handsomely framed poster reproduction of the company's current consumer advertisement, available from Lee. The source card listed these components: five hats and five ties, available from the store's own stock; the framed poster; the magazine carrying the advertisement shown in the blow-up, open at the page in *Esquire* on which it appeared (The advertisement also appeared in *Collier's.*); five yards of men's suit fabric, used as a three-wall background, \$25; hat stands, \$10. A display of this kind, showing related merchandise as well as hats, could be arranged for no more than \$35, or less, if the store already had hat stands.

## Lighting Gives Impact

Much of the impact of these and other displays in the newly designed showroom comes from the lighting. In the sample windows there are three sources: channel; rear floor and top; recessed circles at the top. This is also brought to the attention of the visitor, in the printed description in the window.

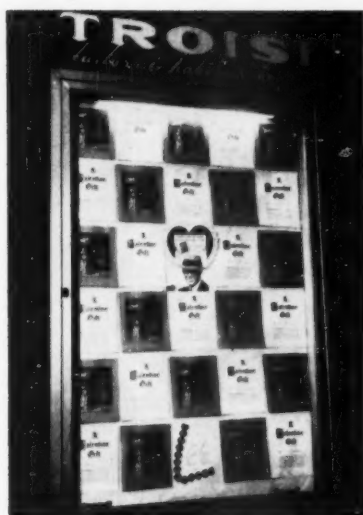
With each change, these displays are photographed and reproductions are sent to Lee's retail outlets, with information as to sources and costs. The steady flow of dealer inquiries is a good index of dealer interest.

Some dealers have also sent photographs of their adaptations of ideas obtained through Lee's service. Hecht Co., Baltimore, Md.; Wallachs, Inc. and B. Altman & Co., New York, are among large stores that have used such ideas; Troisi, Williamsport, Mass., whose imaginative window treatment using Lee's Valentine Gift certificate envelope is shown on facing page, is typical of medium-size stores that use the service.

Ideas for using small space are also

SALES MANAGEMENT





**DEALER FOLLOWUP:** Retailers, stimulated by flow of ideas, often ring interesting changes on seasonal themes. Troisi's, Williamsport, Mass., alternates backs and fronts of Lee Valentine Gift envelopes to design display with medieval feeling. Note "Lee" signature with initial made of hearts.



**ACCENT ON SHOW-HOW:** Setups of suggested displays are important elements in Lee's idea center. They all use simple materials, and all sources for materials are identified, with notations of costs.

to be found in the reception room, incorporated in a panel about 20 feet long, divided into vertical and horizontal areas framed by 2' x 2' strips of wood painted white. Various backgrounds are used for the framed sections: pegboard; straw cloth; bamboo cloth. In May, one of the sections had only the outline, in copper wire, of a popular hat style. In another there were miniature hat boxes, each with a miniature hat atop it. (The hat boxes, used as containers for gift

certificates, were red, but the company has them in many other colors; in addition to their primary use, they are excellent display props.)

Some of the framed sections contained photographs and lithographs which illustrated the various stages that go into the production of a Panama hat, beginning with the harvesting of the straw, through the hand weaving, and up to the final treatment with water to make the hats flexible.

Though ideas are concentrated in the reception room they are evident in other sections of the sales headquarters. For example, in the section where the general line is shown, more than 1,000 hat models are displayed, arranged by color, with the lightest shade at the top and the darkest hats at the bottom. This is helpful to Lee's salesmen in showing the line; and adopting the plan might be helpful to dealers, since many men preface their purchases with the remark, "I want a brown hat" (or a gray one, etc.) without taking into account that the store might have 15 shades of brown or gray. Mirrors are generously used in the showroom, around center columns and on sliding doors.

#### "Fourth" Season

Lee's management is convinced that men want color in hats, and that color should be exploited in merchandising and display. The company makes sports hats in a wide range of colors, including bright reds, greens and yellows.

The clinic stresses one of Lee's favorite tenets: belief in the vast, unexploited market for sports hats for men. The company's current line of these hats retails at prices from \$1.95 for a cap, to \$20 for a suede hat. The argument is that there can be a fourth selling season, for sportswear, in addition to spring, fall and straw hats. The Fourth Season Showroom, as it is called, displays sports headwear attractively and colorfully, with pegboard three-dimensional treatment, gay backgrounds, lengths of fishnet, palm tree props, etc.

A great deal of planning went into preparation of the showroom. As an example, extensive tests were made with various colors before the decision was made to use green as a background for the sports (Fourth Season) showroom.

Postscript: Lee is advocating tabs on all hats in dealer stocks, showing size and price, to aid customers in self-service.

## ARE YOU ADVERTISING for your Competitors?



Creating a desire for your products is not enough. National advertising and distribution without dealer identification are sheer waste. Telling the public where your products can be purchased is necessary to the completion of the sales chain. Failing in this, many sales are lost because prospective customers get into the stores of competitors.

### Artkraft® 3-D PLASTIC AND PORCELAIN NEON DEALER SIGNS

make national advertising 5 times as effective because more than 5 times as many people know where to buy their products. (Proved by actual audited research.)

#### ACKNOWLEDGED THE FINEST FOR A THIRD OF A CENTURY

Artkraft's mass-production methods and unequalled manufacturing facilities make possible the world's finest signs at moderate cost. Built unusually strong and to rigid specifications which assure lasting, trouble-free service. Audited research proves them 999/1000 perfect! That's why Artkraft® signs can be guaranteed for one year against ALL electrical and mechanical defects. Patented Galv-Weld® frame construction prevents rust (the enemy of porcelain) and prevents vibration (the enemy of tube life). A million-dollar tooling and equipment set-up permits easily cleaned faces with no exposed bolts or rivets.

### Artkraft®

#### PORCEL-M-BOS'D AND PLASTIC STORE FRONT SIGNS (Neonized or Non-Illuminated)

Artkraft's planning department will design for you, without obligation, a distinctively beautiful and effective sign in any size to reproduce faithfully any emblem, letter styling, or trademark as to shape or color.



### Artkraft® SIGN CO.

Division of Artkraft® Manufacturing Corp.  
1137 E. Kibby St. Lima, Ohio

Please send without obligation, details on Artkraft® signs.

- ( ) We are interested in a quantity of outdoor neon dealer signs.
- ( ) We are interested in a quantity of Porcel-M-Bos'd store front signs.
- ( ) We are interested in a quantity of outdoor illuminated plastic signs.
- ( ) Please send instructions on how to set up a successful dealer sign program.

NAME .....

FIRM .....

STREET .....

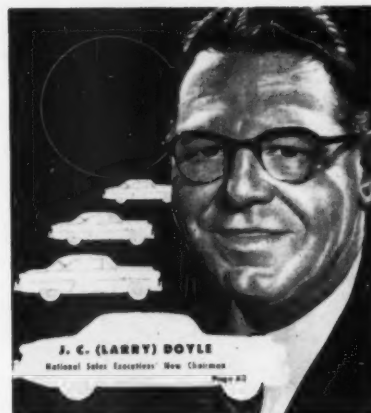
CITY & STATE .....

\*Trademark Reg. U.S. Pat. Off.

**MEET THE NEW VOICE OF SELLING . . . J. C. (Larry) Doyle**, sales and advertising manager, Ford Motor Co., Dearborn, Mich., who took office July 1 as chairman, National Sales Executives, Inc.

Larry Doyle has come up through all of the chairs—both at Ford and in NSE. He joined Ford in Kansas City, Mo., as an office boy in 1916 and rose to assistant district sales manager at St. Louis, Houston, Chester, Pa., and St. Paul, and in 1939 to manager in St. Louis. In 1947 Doyle was named central regional sales manager in Detroit. Ford moved him to Dearborn in 1952 as sales and advertising manager.

NSE's top officer for 1953-54 became president of Detroit Sales Executives' Club, the nation's second largest, in 1951. He was named vice-chairman, NSE in 1952.



## New High for NSE Membership: 21,300 in 158 Clubs

The 18th Annual International Distribution Congress and Sales Equipment Fair drew 900 members, plus 350 wives, from all parts of the world to Atlantic City, N.J., June 7-10.

Convention delegates were welcomed by Sidney Lebar, district manager, York Corp., and president, Philadelphia Sales Manager's Association, the host club. The Philadelphia club, oldest such sales group in the nation, was founded in 1910.

The growing international flavor of NSE was accented this year by attendance of a group of members of the Danish Sales Executives' Council, Copenhagen, Denmark.

National Sales Executives, on June 30, consisted of 139 domestic clubs, 10 in Canada, and nine in other parts of the world.

NSE has grown from 58 clubs in 1947 with 6,349 members and a headquarters staff of five to 158 clubs with 21,300 members and a home office staff of 27. The budget has increased from \$65,530 in 1947, to \$364,000 this year.

In 1947, NSE conducted 10 conferences; by June 30 this year, NSE clubs had staged 60 conferences. In place of 10 sales rallies and clinics in 1947, member clubs in the past year have run 120. The Selling As a Career essay contest for high school

students, begun in the 1947-48 NSE was conducted in 14 clubs; in the past year, in 50 clubs.

The constitution of National Sales Executives was changed by delegates, upon the motion by Arthur A. Hood, vice-president, Vance Publishing Co., Chicago, and past chairman, to enable NSE clubs to have better representation and to provide them with a more effective voice in selecting NSE officers.

The 1954 convention and Sales Equipment Fair is to be held in the



**MANAGEMENT AWARD FOR 1953** by NSE goes to John S. Coleman, president, Burroughs Corp.

Conrad Hilton Hotel in Chicago on June 2-3-4.

The following officers, elected at the convention, take office for the year commencing July 1:

Chairman of the Board: J. C. (Larry) Doyle, manager, sales and advertising, Ford Motor Co., Dearborn, Mich., succeeding C. Clair Knox, president, Rexair Division, Martin-Parry Corp., Toledo, O.

Vice-Chairman: F. K. Doscher, vice-president-sales, Lily-Tulip Cup Corp., New York City.

Vice-Chairman: Orville C. Hoglander, vice-president, G. H. Tennant Co., Minneapolis.

Vice-Chairman: G. J. Ticoulat, vice-president, Crown-Zellerbach Corp., San Francisco (re-elected).

Vice-Chairman for Canada: Leo W. Vezina, vice-president and general manager, H. Corby Distillery Ltd., Montreal (re-elected).

International Director: Elmer R. Krueger, president, Paper Art Co., Inc., Indianapolis (re-elected).

Treasurer: Charles E. Love, executive vice-president, Commercial Controls Corp., Rochester, N.Y.

President: Robert A. Whitney, New York City.

(For other top awards turn to page 64)

# SOMETHING MISSING...



## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

To really ring up sales in California, don't forget to cover the *inland* market — the Billion Dollar Valley of the Bees. This area has more buying power than San Francisco and Oakland combined. And the favorite newspapers hereabouts are the . . .

### Mc CLATCHY NEWSPAPERS



**THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE**

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

JULY 1, 1953

## National Sales Executives Honor Top Performers



**MEMBERSHIP BELL AWARD** for club with membership above 75 having largest percentage gain in year is accepted by C. Alvin Bertel, (left), incoming president, Sales Executives' Council of New Orleans Association of Commerce . . .



. . . for club with membership less than 75 with largest percentage gain is presented to B. E. Craham of Sales Executives of Greater Peoria, Ill. Presented by Paul Seaman, v-p, Encyclopaedia Britannica Inc., and chairman NSE Membership Committee.



**RAY BILL AWARD** for outstanding club with more than 75 members accepted by C. C. Plumbach (left), American Steel & Wire, and president, Sales Executives Club of Cleveland from Raymond Bill, publisher, Sales Management.



**SALES MANAGEMENT AWARD** for outstanding club with less than 75 members is accepted by Harley P. Hallock (left), sales manager, American Airlines, Inc., and president, Knoxville Sales Executives Club . . .



**ELLEANOR WALKER**, 17-year-old Dallas high school senior won top prize over 31,000 contestants, including 1,500 in Dallas, for her essay on Selling As a Career. Her reward: \$1,000 in cash and a trip to Atlantic City, N. J., where she was greeted by Secretary of Commerce Sinclair Weeks.



**BUSINESS STATESMAN OF YEAR AWARD** by NSE is accepted by David F. Austin (left), ex. vice-president—commercial, U. S. Steel Co., on behalf of the recipient, Benjamin F. Fairless, chairman. It was presented by C. Clair Knox, retiring chairman, National Sales Executives.



**SINCE 1940**  
**YOUR MARKET OPPORTUNITY IN**  
**METALWORKING CHICAGO**  
**HAS MORE THAN DOUBLED!**

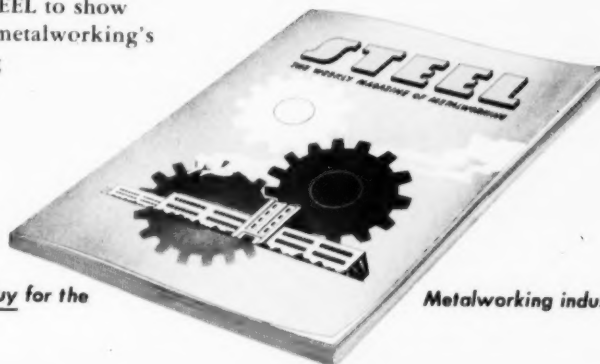
**IN 1940...** Chicago was proud of its 2510 metalworking plants employing 317,780 workers—producing \$3,243,302,000 worth of metalworking products (adjusted to 1951 dollars).

**TODAY...** The number of plants in this No. 1 Metalworking City has grown to 4500—employment increased to 517,783—and the value of metalworking products Chicago produces today has skyrocketed to \$8,913,800,000!



*The entire metalworking industry, too, has more than doubled in size over 1940—in number of plants, employment and physical volume. This fast-growing industry is today producing more than \$100 billions in metalworking products—a tremendous market for your goods—and is still growing rapidly!*  
STEEL... the only metalworking magazine which has grown as fast as the dynamic industry it serves... offers you the most effective way to advertise the things you want to sell in the world's biggest market. Ask the man from STEEL to show you how STEEL's circulation, closely matched to metalworking's buying power, continues to make your advertising dollars *worth more*.

STEEL • Penton Building • Cleveland 13, Ohio



*The magazine of the men who manage, operate and buy for the*

*Metalworking industry*

In St. Louis  
it's easy as



OVER 470,000 SUNDAY,

OVER 400,000 DAILY

Audit Bureau of Circulation figures for  
the six-month period ending March 31, 1953  
show Sunday circulation of 472,559  
and daily circulation of 402,596,  
the highest in history for the

## ST. LOUIS POST-DISPATCH

the medium which gives you the  
most thorough and economical  
coverage of the St. Louis market

### NATIONAL ADVERTISING OFFICES

New York  
521 Fifth Avenue, 17  
J. V. AMBROSE, Manager

Chicago  
Tribune Tower  
E. M. ROSCHER, Manager

Florida  
311 Lincoln Road, Miami Beach, Fla.  
THE LEONARD CO.

### PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco  
625 Market St., 5

Los Angeles  
520 W. Seventh St., 14

Seattle  
603 Stewart St., 1

Portland  
520 S. W. 6th Ave., 4

# It's No Time for Buck Fever When the Buyer Says, "How Much?"

Price objections can cost a salesman an order—and his morale. A veteran explains the place of price in the presentation, how to trade up or down, when to emphasize service, and ways to quietly lick price-cutting competition.

BY W. C. DORR

W. C. Dorr Associates, Sales Consultants

If the salesman who calls on retailers doesn't founder on the objection "got too much of your stuff on hand right now," he too often gets sucked into the whirlpool of "you're too high."

"Price" resistances, without the right comebacks, can spin the salesman dizzy, and can cost him both his order, and his morale.

Those of us who have carried sample bags in boom and bust regard the price boogey for just what it is—a direct challenge to our salesmanship. So let's discuss some of the ways it can be met or by-passed.

Many a salesman gets set back on his heels with a buyer's early and totally unexpected "How much?" And the salesman may deserve it too. In all probability, he was talking bolts and nuts on his goods instead of telling the prospect what he really wanted to hear—his opportunities for profits, turnover, new customers. Those are his prime interests.

## Failed to Offer "New"

Perhaps the salesman fumbled the ball right at the kickoff when he did not go in to see his buyer *with* something of interest or benefit to him. There was no use of that valuable opener—"New," a new model, new advertising program, new packing etc. In other words, no "New's" is *not* good news to retailers, hungry for ideas.

One buyer said, "You never know what that chap is going to come up with next. He has a different angle every time he calls." Compare that with the "phonograph" approach where the buyer knows the record, or, as another storekeeper remarked,

"Some salesmen I throw out *before* they come into the store."

Experience indicates that it is good strategy to duck the first price request. The salesman continues with the presentation until the second and stiffer query which he acknowledges with something like, "I was just coming to that, but may I just show you how you will . . ." Thus he is able to complete his demonstration and the quoting of prices becomes routine product information.

## Get Your Goat?

In the final analysis, price can be of no greater importance to the buyer than the materials, construction, service, terms, etc., which make up the cost to him. That's why no salesman should let the price bogey get his goat. It's no time for buck fever when the buyer says, "How much?"

Now let's see how the salesman handles the price situation. On the one hand, he has the boss watching his daily efforts on the higher-price, longer-profit items. And those weekly reports of what the men in the "First Ten" are doing keep needling him.

On the other hand, there is his trade, wanting only the low-price leaders and resisting his effort to take "just a couple" of the de luxe numbers. Following the line of least resistance, he opens up with the lowest-price merchandise he carries, takes a piker order and wonders why the sales resistance of his customer stiffens as he tries to sell "up the hill." Just as there are price buyers, there are peanut-peddling salesmen who sell price, and neglect almost entirely the other attributes of successful line merchandising, the promotion of

assortment deals, display tie-ins, co-operative advertising and all the intangibles of the sales that create a selling, rather than a buying, climate during the presentation.

Why not reverse the showing of the line? Open the sample bag with the prospect's attention concentrated on the top numbers. Build the sales presentation on their quality, style, packaging, then you can say your line will:

1. Lend that Fifth Avenue touch to the whole line—and to his store, too!

2. Emphasize the same appeal that is in the lower-price items.

3. Permit the dealer to trade up the sale, to demonstrate his sales ability.

4. And, 40% of a \$10 sale leaves a healthier balance in his pocket.

## Then He Hesitates

What happens then? First, the salesman begins to sell *some* of his new "leaders." And that's good for things back at the home office.

The dealer, with his new concept of the advantages of complete line selling, will hesitate a bit, then come back with, "I don't know, but maybe I ought to take a couple or three to sweeten up my stock. And I'll also take . . ." There is the second and even greater advantage when the big-ticket numbers are used as openers or leaders.

Each succeeding price range is now *lower*. The sale is going down the hill. What a swell chance to fill in the order with enough low-end merchandise to earn for the merchant his extra discount for a quantity buy!

If the salesman relates that discount solely to the fill-in items, he won't miss a trick, either on single orders or in building up annual and semi-annual purchases just before the close of the rebate period. The boss may criticize this as "giving the fill-in goods away" but he will hardly find fault with the salesman's volume and his average order at the end of the year.

Even if the dealer does turn down the de luxe models, it will often be with, "Nothing doing. They're too high for my blood, but I can use . . ."

Thus even though the salesman did

#### A MANUFACTURER REPORTS:

"Our sales more than doubled during a period in which we ran ads mentioning

OPERATOR 25".



## Western Union "Operator 25" gives you More Sales!

Western Union's "Operator 25" Service fills the vital link between the advertiser and the consuming public. How? A prospective customer, whose interest in a branded product or specialty is aroused by an advertisement, or radio or TV program which offers "Operator 25" service, can quickly locate the nearest dealers handling that product. He calls his own local "Western Union Operator 25," mentions the advertiser's name, and is promptly given the names and addresses of nearby dealers handling the product. "Operator 25" has already proved its power to get consumer response—build sales—cut selling costs. For details, ask your local office

# WESTERN UNION

not sell the de luxe models, he sold his lower-price line.

In selling a line of merchandise in a number of price ranges, some of us forget that our sales presentations have *two* objectives. First, they must get our orders, but, just as important, they educate the retailer—and his salespeople—in the resale of our products. Yet many times, when we can get in to check stock, we find the cheaper numbers gone and the higher-price ones left, mostly because no one made any attempt to point out to the consumer how low in *cost* the latter are. And here a few simple examples will get across that point to the retailer and his staff.

Take a cheap pair of shoes, usually with belly leather soles. In a couple of weeks, they are back to the cobbler, who shakes his head when you ask if they can be resoled. Even the cheapest kind have a weekly cost far in excess of the so-called expensive pair that can be rebuilt and, in a year, cost pennies a week. Better fit, comfort and style then become added selling pointers.

To demonstrate how cheap a high-price shirt can be, one salesman pulls back the sleeve of his coat and shows his Orlon shirt, which costs \$9 or \$10. Two Orlons last him a year, since they are easily washed at home, which spares them the rigors of the commercial laundry. But let him tell the story:

"My two Orlons take the place of six white cotton shirts, my usual replacement each year. There's a price break for me right there.

### Only a Simple Idea

The Orlons are enough for my longest trip. They cut down on my luggage and there's no danger of being holed up in the hotel, waiting for the laundry. A nylon brush and a bit of soap and I can wash them out at night. But, when I figure out what I save on laundry bills, my investment in the expensive shirts shows a pretty neat profit. And I look like a salesman who says he is doing a big job with his line."

It is with simple illustrations such as these that the salesman can take the starch out of the resistance to his better-grade merchandise. They tell the story far better than high-pressure arguments or stirring tales about what some other retailers are doing. They pass on to the dealer and his staff ideas they can use to show that price must always be divided by service to give the cost of a product—its real measure of value to the ultimate consumer.

Then there is that other time-tested tactic which a salesman can get his dealers to use in trading up a sale. It is the "Rule of Three" that lets the consumer pick her own price bracket and thus eliminates that "about how much did you want to spend?" (almost certain to arouse a resentful attitude on the part of the customer with important money to spend.)

Demonstrate to the dealer how he can avoid that approach by simply showing three numbers, one low-price, another in the medium brackets and the third pretty well up in the best grades. All the dealer has to say is, "Here is a nice selection in three price ranges, each an outstanding value in its class." The additional selling points of color, size, materials, may remain in reserve until the price acceptance has been fairly well established.

### She Tips Her Hand

Almost instinctively, the consumer will reveal her price preference. If the attention is toward the better items, the cheap one is quickly replaced with another de luxe model. If the other way, there is mute evidence of how much she plans on spending.

Suppose there is no consumer reaction. The dealer is still in a nice position to make comparisons and to demonstrate values. He might even use a bit of "negative" selling as he points out one style that he believes would *not* suit the prospect for this, that or some other reason germane to the sale.

With the retailer's judgment accepted on that one, there is a minimum of resistance to his recommendation on one of the other items. Thus a hesitant consumer is reasonably brought to a buying decision.

And now let's come to the real headache in dealer price resistance which arises from two distinct types of competitive activity. One is the chap who carries a lower-grade line at a cheaper price. The other is the chiseler who with cut prices, rebates, discounts and other bait tries to crash an account that took long, hard years to build.

The first man is not too hard to handle. In fact, it is often better strategy to rate him not as a competitor, but as a "contemporary"—"a line that, in its price class doesn't do a bad job. Some of my accounts use it as trade-ups to my merchandise."

But it is not considered good selling to descend to his level to prove that your line is worth so much more,

SALES MANAGEMENT



"Things left undone are sometimes more important than the things we do. Every salesman has an occasional gap in his selling; but having too many of them is like trying to hold your profits in a strainer."

—Harry Simmons  
Successful Selling for the New Day

that it has these features, etc. You are then setting up the buyer as defense counsel for the other merchandise, and, he's the judge too!

Instead it is often possible to clarify an unhealthy sales situation and, at the same time, to put the other merchandise in its rightful place by saying casually:

"I have no quarrel with the man who sells his goods cheaper than I do. He knows *best* what his merchandise is worth."

Sure, the good product and the shoddy one look a lot alike, when they are new. It's only the label, the reputation of the maker and the time-tested service that the dealer can rely on to satisfy *his* trade.

As for the price chiseler, don't lose any time shadow-boxing with that guy. He's out to get you and your business. And, if you don't "fight fire with fire," he will.

Here's a little comeback dynamite that will give him something to worry about. Ask the dealer:

1. "Is *that* the price he is giving you?"—a nice little ferment to leave in the storekeeper's mind.

2. "What *else* are you buying from him?"—a nickel off one item doesn't make up for the extra dime taken on another.

"Why if that price chiseler ever lost his little black book, he would be out of business. How can you compare him with our house, whose stable policies treat all retailers alike. With him, you never know when competition is getting a better break than you."

Buying resistance, whether on price, stock or any of the other sales road-blocks, are the natural phenomena of the normal buyers' market. The salesman either learns to overcome them or he does not survive.

However, when he has built his stock of comebacks and he keeps them tuned up to meet changing conditions, there is no longer that feeling of subordination to his prospect. His tries for the order are more numerous and more effective. His morale is rarely shaken by the occasional buyer's caustic turndown or abuse. He is a seasoned salesman.

**SAN DIEGO**  
IS  
**BIGGER**



## JEWELRY STORE SALES

Albany-Schenectady-Troy (N. Y.).....	\$6,777,000
Davenport-Rock Island-Moline (Ill.).....	\$2,753,000
Dayton (Ohio).....	\$5,455,000
Des Moines (Iowa).....	\$3,222,000
Fort Worth (Texas).....	\$6,431,000
Louisville (Kentucky).....	\$6,273,000
Oklahoma City (Oklahoma).....	\$5,446,000
Salt Lake City (Utah).....	\$4,259,000

**SAN DIEGO, California ..\$6,928,000**

The "Saturation" coverage of the San Diego Union and Evening Tribune offers the greatest concentration of prospects for your quality product. Over 90% of the San Diego Jewelry Store advertising appropriation is placed in these two great newspapers.

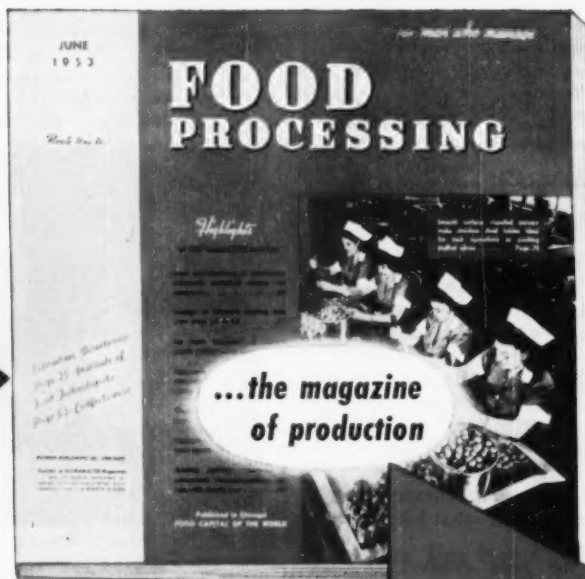
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**San Diego Union**  
and  
**EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE  
WEST-HOLLIDAY CO., INC.

putman  
publishing  
company's



presents...

## now...for the first time...

### EFFECTIVE COVERAGE OF THE TWO VITAL DIVISIONS OF THE FOOD MANUFACTURING INDUSTRIES!

**Why Food Marketing?** The job of *selling* food products—selling the retailer on handling, selling the consumer on selecting from retailers' shelves—is a major part of every food manufacturer's job . . . all this **AFTER** the food is processed and packaged for preserving and transporting.

Yet . . . heretofore there has been no specific magazine service to aid the men responsible for this work—the merchandising, packaging and premium men . . . the sales and advertising managers . . . the brokers . . . the advertising agency men, serving such accounts.

**FOOD MARKETING** has been developed to meet this express need.

Each month, a staff of editors will supply these men with information on advertising, packaging, merchandising, warehousing, transportation, sales techniques, and related topics.

Emphasis will be on keeping these sales-distribution-

marketing staffs abreast of trends and developments.

#### HOW FOOD MARKETING AND FOOD PROCESSING DIFFER . . .

**FOOD PROCESSING**—deals with all phases of food manufacturing, up to the moment the product is processed and packaged for preserving and transporting.

(Over 30,000 circulation to management men, works executives, technologists, chemists, directors of research, etc.)

Here, **FOOD PROCESSING's** job is completed.

At this point, **FOOD MARKETING** takes over.

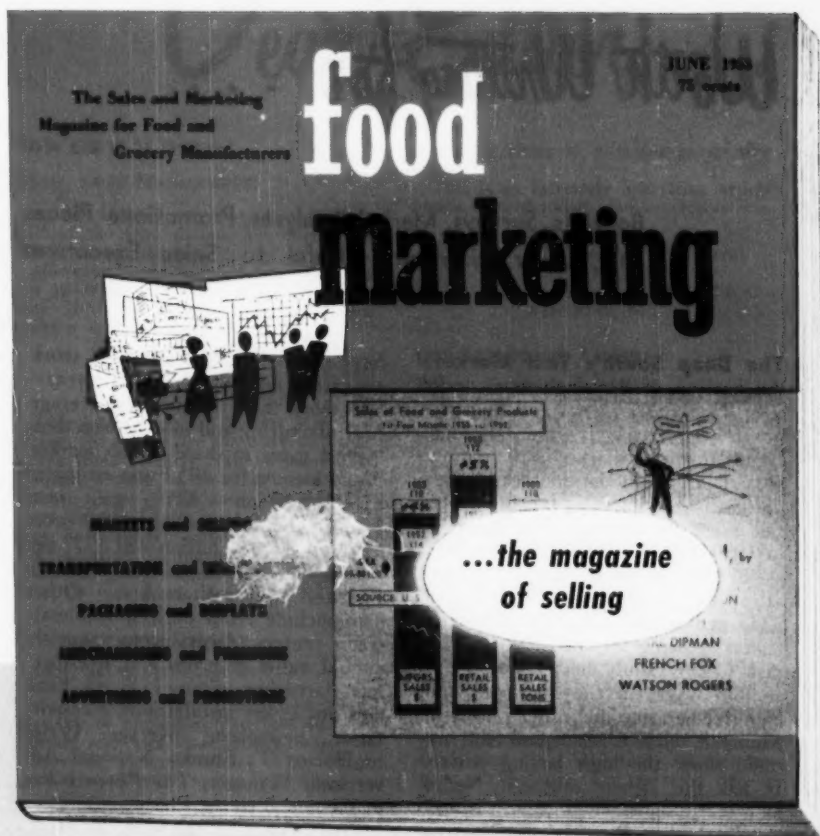
**FOOD MARKETING**—takes up the task of dressing up this product for sales appeal—of moving it to the point of sale—of improving, perfecting sales techniques, merchandising, advertising and display that brings the buying public into food stores to pick the product off the shelves.

(Over 12,000 circulation to company heads, sales, merchandising, advertising and premium managers, display and packaging heads, etc.)

**PUTMAN-CRIST PUBLICATIONS** (A Division of Putman Publishing Company), 503 Pleasant Street, St. Joseph, Michigan

First issue of **FOOD MARKETING**, June, 1953. Ask for copy.

See for yourself how differently these magazines serve the two vital divisions of the food field



FIRST  
ISSUE:  
JUNE,  
1953

HERE'S WHAT A FEW  
BUSINESS LEADERS IN  
THE FOOD AND GROCERY  
FIELD SAY ABOUT FOOD  
MARKETING MAGAZINE:

"It's a big and important thing to us—how can we co-operate?" — V. P., Charge of Marketing, Large Food Manufacturer.

"Desperately needed by food manufacturers' marketing men. Putman-Crist are entirely capable of doing the job." — V. P., National Sunday Supplement Magazine.

"We are giving you our order for space to start in the first issue." — Promotion Manager, Large Weekly Magazine.

#### WHO PUBLISHES FOOD MARKETING?

... Putman-Crist Publications, a Division of Putman Publishing Company, publishers of Food Processing (and Chemical Processing) — long experienced with problems and interests in the food field.

#### WHO DIRECTS FOOD MARKETING?

... Luther E. Crist, as Publisher, with a lifetime of experience in all phases of trade magazine publishing and operations. Formerly in charge of sales, Food Engineering and Chemical Engineering.

#### WHO EDITS FOOD MARKETING?

... Ed Walzer, Editor-In-Charge—formerly with the New York Journal of Commerce, in charge of editorial material on food and grocery marketing. He originated the highly-regarded Journal of Commerce daily feature: "Food Marketing & Merchandising."

Assisting Mr. Walzer is a full-time staff of editors, plus carefully-selected correspondents; also food and grocery specialists who contribute articles within their specialty.

#### CAREFULLY-SELECTED, HAND-PICKED CIRCULATION

Readers of FOOD MARKETING are selected for marketing responsibilities only. No "road-blocks" of circulation rules forbid sending the magazine to key executives in the food field.

#### TIMELY, VITAL EDITORIAL CONTENT

Editorial content accents all phases of marketing food and grocery products. Experts discuss packaging, food and grocery media, premiums and promotions, merchandising, transportation, etc.

#### UNIQUE, SQUARE FORMAT

... "wide-open" for best display and greatest visibility of all advertisements. Editorial matter on every page. No solid sections, front or back.

Remember... Food Marketing is written solely for food manufacturers and their advertising agency counsel. It is not a retailer's magazine.

#### SQUARE FORMAT



#### PUTMAN PUBLISHING COMPANY

111 East Delaware Place, Chicago 11, Illinois

Publishers of FOOD PROCESSING

FOOD MARKETING • CHEMICAL PROCESSING

CCA

NRP

**BIG THINGS  
GOING ON  
HERE**



Westinghouse, DuPont, Cornell Dublier have built, or are building, big new plants in the Raleigh area. This and other new industrial development indicates the tremendous activity going on in Raleigh's "Golden Belt of the South." Put your "A" schedules to work in this A-1 Market . . . in the ONLY Morning-and-Sunday newspaper in the entire area.

**115,926 Morning**

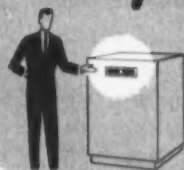
**124,080 Sunday**

(Publisher's Statement to ABC, 3/31/53)

*The Raleigh*  
**News and Observer**  
MORNING & SUNDAY  
Raleigh, North Carolina

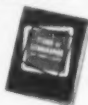
**Rep: The Branham Company**

**For Name Plates  
that help sell!**



**CHICAGO THRIFT-ETCHING CORPORATION**

**ARE** you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



**CHICAGO THRIFT-ETCHING CORPORATION**  
1355 N. Sheffield Ave., Chicago 22, Ill., Dept. J  
SUBSIDIARY OF DODGE MANUFACTURING CORPORATION, MICHIGAN, INC.

## Worth Writing for . . .

**Booklets, Surveys, Market Analyses, Promotional Pieces  
and Other Literature Useful to Sales Executives**

### **The Deep South's Test Market:**

An analysis of Birmingham made by *The Birmingham News* and *Birmingham Post-Herald*. It's the 27th largest metropolitan market in the nation, second largest in the Southeast. Population is now pushing 600,000. Retail sales are five times as great as in 1939 (1939—\$123,953,000; 1951—\$671,873,000; up 442%). Food sales are a hungry \$142,656,000, \$255 per capita). Family income is fastest growing income in the Southeast (1950 family median, \$2,839). Its top wages in the Southeast and high median income compared with Memphis, New Orleans and San Antonio show the high buying power. It has the richest southern Negro market. Negro employment is unusually high. Birmingham Negroes—37% of the total market—can now afford all the things they've wanted for many years. Additional data include: Alabama manufacturing gains (1939-1950); farm income; farm ownership; farm value; new crops; mechanization; cotton; rural electrification; ownership of electric refrigerators, washing machines, vacuum cleaners, gas home heating, automobiles; number of TV viewers and radio listeners; newspaper and magazine readers. Listed are some of the many new and expanded industries in Alabama since 1950. Write to Bernard D. Feld, Jr., Manager, Promotion and Research, *The Birmingham News* and *Birmingham Post-Herald*, Birmingham, Ala.

### **The Arizona Market:**

Data book published by *The Phoenix Republic and Gazette*. A fast-growing state, its population gained 61.2% between 1940 and 1951 when it reached 805,000. Nearly half of the people live in the Phoenix ABC Retail Trading Zone—Maricopa, Yavapai, Pinal, Gila and Graham counties and a slice of Pima County including the mine-and-smelter city of Ajo. In the past 12 years non-agricultural jobs

have shot up 124%. In 1951 workers earned an average \$3,313 a year—\$60 more than the national average. Manufacturing and construction show biggest gains in share of job market. Total income for 1952 was estimated \$1,250 million—421% gain over 1940. Retail sales for 1952 were more than \$1 billion—\$1,177 per capita—with \$500 million made in Phoenix Metropolitan Area. Other data include retail outlets, wholesale trade centers, farm income growth, annual value of crops and livestock, manufacturing, mining industry, bank deposits, utility installations, transportation, newspaper coverage. Write to Hobart T. Franks, National Advertising Manager, *The Phoenix Republic and Gazette*, Phoenix, Ariz.

### **New England Market for Automotive (TBA) Products:**

Third annual survey published by New England Newspapers Advertising Bureau to give manufacturers and their advertising agencies basic data for measuring sales and advertising efforts in this area. It shows the trend of retail distribution since 1951 and provides a city by city report of distribution for 1953 for 95 brands of automotive (TBA) products. It reveals that the retail distribution of each of the 95 brands showed only slight variations from 1951 to 1953. For example, Christy dry gas increased its distribution from 44% in 1951 to 49% in 1953; Zerex anti-freeze from 61% to 65%; Trek anti-freeze from 11% to 14%; Puro-lator oil filter from 36% to 41%, and Simoniz auto wax from 49% to 51%. Among products showing decreased distribution: Casite oil additive, AC oil filter, St. Pierre tire chains. Distribution of some brands in 1953 showed variation in the 47 cities which were studied. Write to Anthony G. Glavin, Director, New England Newspapers Advertising Bureau, 516 Statler Bldg., Boston 16, Mass.

**SALES MANAGEMENT**



# Dear Editor ...

## HOW BIG IS "SUPER"?

Editor, SALES MANAGEMENT:

... your Pictograph showed that nearly half of the food dollars are now spent through super markets.

However, there is a question which is not answered ... what is a super market? How many dollars of total sales make a super market?

ALLEN G. BISHOP  
Ruthrauff & Ryan, Inc.  
Chicago, Ill.

(According to *Super Market Merchandising*, the source for the May 20 Pictograph titled "Nearly Half of Food Now through Supers," a store, to be a super market, must have four departments: meat, produce, dairy, and grocery, which must be completely self-service. The basis for inclusion in the tabulation was a minimum gross volume by each store of \$375,000 in annual sales.—The Editors.)

## PORTABLE NEW MEXICO

Editor, SALES MANAGEMENT:

Your "Survey of Buying Power" is a treasury of interesting data, but our confidence was somewhat shaken when we discovered that the editors of the Pictographs apparently are a little short on geography.

On pages 82, 102, 106 and 108, in each instance New Mexico seems to be placed a little farther west of Arizona than we Westerners consider it.

C. H. CUMMINS  
Assistant Sales Manager  
Western Division  
California & Hawaiian  
Sugar Refining Corp.  
San Francisco, Cal.

(Oh unhappy editors! Oh chagrined proofreaders! Oh abashed artist—who has never been west of the Hackensack River! We must send him on a 48-state tour. We're trying to make something out of the two cents' worth of satisfaction we derived from the fact that you—and some others—studied the issue with enough care to spot the error.—The Editors.)

## BABY TALK

Editor, SALES MANAGEMENT:

I have been reading with great interest the article entitled, "Babies Mean Business."

Our company has broad distribution through department stores and children's stores of wool crib blankets, and I would be very much interested to know the brands mentioned by the 995 mothers. . .

I noted that your survey shows that 28.5% of mothers reported blankets given as a gift. It might interest you to know that we made a similar rather exhaustive survey immediately after the war in 1946-47, and our results showed this percentage to be even higher—in the neighborhood of 75%. In any event, baby blankets are almost always uppermost in the minds of

persons thinking of gifts for prospective mothers.

This is an extremely interesting article and a most thorough and conclusive one.

J. N. LINDEKE  
Vice-President & General  
Sales Manager  
North Star Woolen Mill Co.  
New York, N.Y.

## OLD-FASHIONED SELLING

Editor, SALES MANAGEMENT:

I would like to add a hearty "amen" to your June 1 ["Shop Talk"] article "Lavender and Old Lace, Chapter II."

Those who like old-fashioned selling can have it. We believe here that a salesman's work is not to be judged solely by his years of experience or his wide acquaintance with the trade. A salesman is judged on the volume of business he produces, and if a young salesman can show a jobber how to move merchandise, I believe he can become much more valuable to that customer than the salesman who has been calling for 25 years but has never gone past the buyer's desk and out into the field to get merchandise moving.

We have a very young sales organization even though our company has been established for a long time. All management, supervisory, and salaried personnel in the sales department are under forty years of age, and not one of them did any selling in the "good old days." Despite this, our penetration of the industry is now five times what it was in the beginning of 1952. None of our men had a wide acquaintance in the trade, with the exception of some older manufacturer representatives who are still selling for our company.

I will agree with you 100 per cent that success today is gained not only if your salesmen work but if they work right.

GERARD J. CARNEY  
General Sales Manager  
The Dayton Pump & Mfg. Co.  
Dayton, Ohio

Editor, SALES MANAGEMENT:

Have just . . . read "Shop Talk" ["No Tears for Yesterday"] . . . If your philosophy was followed by more sales executives, they would find more effective results forthcoming. I have found both of your major observations to be the two major stumbling blocks in getting executives to do the things necessary to improve their operations.

I certainly think your material should be sent to every sales executive in the country.

C. L. LAPP, Ph. D.  
Associate Professor of Marketing  
and Sales Consultant  
Washington University  
St. Louis, Mo.

(Prof. Lapp is an occasional contributor to SALES MANAGEMENT's pages . . . is to be a member of the faculty for the Graduate School of Sales Management

and Marketing scheduled to be held at Rutgers University August 10-29.—The Editors.)

## BADGES FOR YOUNG FRY

Editor, SALES MANAGEMENT:

In your recent article titled "Tags Are Learning To Sell," you refer to tag #15 applicable to shoes, "chosen because it is so unusual to find a shoe manufacturer who uses a tag as a selling tool."

You will be interested in the enclosed hang tag which we have been using for many years in our juvenile shoes. It not only does a selling job on the reverse side, but also serves a dual function of permitting the child to have a small "gimmick" after he puts on the shoes.

We feel that this dual purpose hang tag is somewhat unusual in any soft goods line.

A. WEINMAN  
Five Star Footwear Co.  
Long Island City, N.Y.

(Five Star's star-shaped tag, simulating a sheriff's badge, notes, on the reverse side, such sales points as "triple sold durability," "orthopedically-designed lasts," "all-leather construction."—The Editors.)

## NEVADA'S FREE PORT

Editor, SALES MANAGEMENT:

We read with great interest your article on the Nevada Free Port Law. . . It was particularly timely, as we were negotiating at that time for 50 acres of land in the Reno area for the development of an industrial and warehousing site, with particular emphasis on warehousing.

Early this year we purchased these 50 acres which are located in Sparks, Nevada, three miles east of Reno. The land abuts the Southern Pacific right-of-way and their main line tracks.

We have completed our engineering surveys on the property and we are in the process of circularizing about 300 of the largest corporations in the country, describing the advantages of warehousing in Nevada under the Free Port Law. In the next ten days, we will run advertisements in *The Wall Street Journal* and *The New York Times*.

I have just returned from a two weeks' trip to Chicago and New York. During that time I called on many large firms we thought might be interested in warehousing in this area, and possibly even in bringing industry out. I was quite encouraged by the enthusiastic interest shown by the vast majority of all the concerns I called on. I was also rather dismayed and surprised by the lack of knowledge displayed by some of the tax consultants in many of these large firms regarding the advantages of the Free Port Law, whereas just about all of these large concerns showed a definite interest in taking advantage of it. Very few, if any of them, had heard too much about it.

It might be of interest and possible service to your subscribers and the public as a whole if you ran another article . . . in greater detail.

THOMAS A. SULLIVAN  
Walter H. Sullivan & Sons  
San Francisco 4, Cal.

(SM's editors are checking on 1953 developments. If there are reportable new facts, there will be a sequel to SM's original story of Nov. 10, 1952.—The Editors.)

# Door-to-Door Salespeople: Who They Are; How They Work

How do you motivate and control them? Which use canned presentations? How do they handle repeat calls? What are most important characteristics of these salesmen?

BY NORMAN BRUCKS\*

**The itinerant salesman:** The itinerant salesman attempts to make a single or unit sale to an individual, after which the salesman-consumer relationship is terminated. Most often, the itinerant does not meet the prospect (or customer) a second time. If he does, it is more or less through chance and the time interval between meetings is so great that there is no opportunity to develop familiarity. Therefore, the itinerant is essentially a stranger to the customer.

The most important characteristic of the itinerant salesman, in a marketing sense, is that he is continuously searching for new territories. An important corollary is that no attempt is made to develop repeat business, with the result that effort and income are on a day-to-day basis.

In addition, it should be noted that the itinerant salesman may use a presentation as long as he wishes. Since he does not return to a territory, there is no practical reason for altering a successful sales talk. Authorities accept the fact that a "canned" or memorized presentation is valuable for the specialty salesman, and it is more useful for original interviews than for subsequent visits. Under these circumstances, the encouragement of the memorized or standardized sales talk may be readily understood.

**The controlled itinerant:** Groups of single-call salesmen, who operate in concert under the direction of the manufacturer, are termed controlled itinerants. Individual companies often call them "retail dealers," but usually the "controlled" salesmen legally are independent contractors, on whom tabs are kept.

An excellent example of this method of operation is the Electrolux organization. This vacuum cleaner

manufacturer markets his wares through employees who are trained, assigned territories, and continuously stimulated. Although call reports are not required, simple records of sales volume are kept. Numerous "pep" messages and contests attempt to teach salesmen to sell a vacuum cleaner in as short a time as possible. Once a cleaner is sold, the salesman is expected to spend at least one hour with the customer at delivery time, to teach the customer the proper use of the cleaner. Of course, if the salesmen were not company employees, it would indeed be difficult to enforce this regulation.

Although the salesman is responsible only to himself for the best allocation of his time, he is confronted with quotas which must be met. In this manner, a well-knit, closely supervised force may be maintained in the field. Obviously, when the manufacturer controls the sales force, there is little un-coordinated effort in the itinerant operation.

**The route salesman:** In contrast to the method of operation of the itinerant, the efforts of the route salesman are continually tempered with an eye to the possibilities of repeat sales. But repeat business cannot be developed unless there exists:

... the need for supplying products or services in a regularly recurring time sequence. . . .

... an inseparable relationship between selling, delivery, and service.

The independent salesman limits himself to a basic territory, the size of which is determined by the desired regularity of his visits, in relation to the numerical quantity of sales calls per day. For example, a route salesman who handles a line of hosiery and lingerie may decide that sales calls to prospects in his territory should be made every six weeks. In addition, experience has shown that he averages 57 calls a day, or 342

calls in a six-day week. Therefore, the size of such a salesman's territory should be sufficient if it includes slightly more than 2,000 women.

It is immediately apparent that the route salesman's regular call schedule enables him to build a following. At this point, he is no longer a stranger; to some degree his sales call may be anticipated. In direct contrast to the search for virgin territory by the itinerant, the stability of the route salesman's territory gains the value of good will.

Another point for consideration is presentation of the product. While the itinerant may sell the identical product for an extended period without changing his presentation in any manner, the route salesman must vary his approach. As a result, the route salesman is always seeking either new items to add to his line, or some type of "door-opener," so that the consumer will not be bored with an unchanging sales approach.

**The controlled route salesman:** A force of route salesmen, closely supervised by the original source of goods and services is called a controlled route sales organization.

If the interrelated functions of sales, delivery, and service are kept in mind it is quickly realized that the proportional value of each varies with application. While in one instance the route salesman is not required to do much selling and primarily delivers and collects payment (e.g., laundry route men, milkmen, and newspaper carriers), in other cases selling assumes greater importance (e.g., insurance collector-salesmen and tea and coffee route men). Therefore, the route salesmen for those firms that do not require a great deal of selling skill, emphasize courtesy and neatness. In the interests of efficiency, many companies have trained a separate force for the development of new accounts for the route man to service.

But in those organizations which stress salesmanship, the details of operation differ. For example, while the Fuller Brush salesmen sell through the use of samples and call at the same household every six to eight weeks, the Jewel Tea Co. route salesmen sell from stock and catalog and make their circuit approximately every two weeks. Similar details of specific op-

\*Brucks is author of "A Critical Analysis of Door-to-Door Selling."

# Winning a Woman's World

No reader response can be warmer than that of a woman's world, once it's won.

And no other response reaps richer rewards for the advertiser in the great Chicago area than that of women readers of the Chicago Daily News Woman's Pages.

Here's the talented team that makes the Daily News Woman's Pages the most widely read in the great Midwest.

**MARRIOTT TAYLOR**



Her beat is the world of women . . . their problems, their children's problems, their homes. Whatever interests women interests her.

**ISABEL DU BOIS**



The master menu planner, the woman who sets the food fashions for more than half a million Midwest homes. Authoritative is the word for her.

**PEG ZWECKER**



She interprets what the fashion capitals of the world design. She's the oracle who advises Chicago women what to wear, when to wear it.

**PATRICIA HANCOCK**

She's the lady of beauty. Through her Chicago learns how to hide its freckles or slim its hips . . . or make its homes more lovely.



**ATHLYN DESHAIS**

She's a friend of all 10,000 of the 400. What happens in society that interests society . . . or that interests the multitudes is her business.



**JOAN MERRICK**

A writer of features, with a society accent. The yachts and the country clubs, debutantes and parties . . . these are her meat.



**PATRICIA MOORE**

A writer of news and features, with a society accent. She follows those who follow the horses, or the ski trails. She covers the benefits and weddings.



**RICHARD FRISBIE**

On the Woman's Pages? Where else would men's fashions be read more? He's Chicago's authority, from walking canes to homburgs.



**MARGE FULLMER**

A writer of women's news and features with a fashion accent. She follows the fashion shows, the people who wear and make what's stylish.



## CHICAGO DAILY NEWS

DAILY NEWS PLAZA: CHICAGO 6, ILLINOIS

Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

NEW YORK OFFICE:  
9 Rockefeller Plaza

DETROIT OFFICE:  
Free Press Building

MIAMI OFFICE:  
Hale Printup & Associates  
121 S. E. First Street

SAN FRANCISCO OFFICE:  
Story, Brooks & Finley  
703 Market Street

LOS ANGELES OFFICE:  
Story, Brooks & Finley, Inc.  
1651 Cosmo Street

JULY 1, 1953

73



eration would demonstrate the truth of the statement that details must be tailored to fit the individual operation. Repeat business must be built; without it, the route is useless. Not the least of the factors involved is the individual salesman's ability to "wear well."

**The independent stationary salesman:** While the itinerant salesman, the route salesman, and the customer peddler are door-to-door salesmen in the most direct sense, there is another method of operation which is related to door-to-door selling, although not strictly within its bounds—the independent stationary salesman.

The distinguishing feature of the stationary salesman is the point of operation. That is, instead of traveling to the customer's home, groups of potential customers gather at the salesperson's home or at the home of cooperative individuals.

Those selling from their own home through catalog, sample, or from stock merely turn their homes into retail establishments. Far more important, however, are those stationary salesmen who stage group demonstrations, most commonly in the home of a "hostess."

Much time is therefore saved by delivering a sales presentation to a group instead of to individual consumers.

An interesting psychological advantage of the group method of selling is the reassurance gained by the hesitant prospect. The presence of friends who are buying has the effect of minimizing the doubt in the individual's mind. Conversely, the presence of a strongly skeptical individual may switch the group to a negative frame of mind. Of course, the salesman attempts to build a "party" atmosphere to offset this possibility.

**The controlled stationary salesman:** The manufacturer may use a direct sales force for the purpose of making group demonstrations. When such a force is directed by the company, it should be classified as an organization of controlled stationary salesmen.

A fine example of a company using this method of operation is Stanley Home Products. One description:

"The idea is simplicity itself. A housewife is induced to invite a group of her neighbors and friends into her home for the purpose of providing an audience for a Stanley dealer . . . For her courtesy and cooperation, Mrs. Housewife is afforded any one of a number of 'party dividends' . . . dictated in part by the amount of business done at the party . . . The dealer engages the group in parlor

games and . . . there are prizes for the winner . . . Naturally, the number of people at a gathering varies considerably and so does the resulting business. Generally, an average sale amounts to about \$5 per customer or \$25-\$30 per party . . . Stanley does not publish its sales figures but it is said to be . . . close to the approximate \$20 million volume done by its . . . competitor the Fuller Co."

A variation of this method which utilizes a followup is described in Century Metalcraft Corporation's booklet, "Erasing the Question Mark":

"As a Guardian Service distributor, you select a home-maker who invites five or six married couples to her home for dinner. On the appointed day, you arrive early with everything necessary for the meal, and with a helper to assist in preparing it.

"You and your helper then prepare the meal, using Guardian Service

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See Sales Management April 15, page 116, for "How to Determine If Your Product Can Be Sold Door-to-Door"; June 1, page 70, for "Six Kinds of Door-to-Door Sales Calls," and June 15, page 76, for "Three Door-to-Door Sales Groups."

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equipment . . . When the guests arrive, you give a short interesting demonstration in the kitchen . . . After the meal . . . you give a short talk from a chart that explains the importance of proper food preparation to good health. . . .

"You then present your hostess with an attractive . . . gift, provided by the company, and make appointments to call on the guests . . . the following day. . . ."

Essentially, however, the controlled stationary salesman develops sales from a single group demonstration and the complete selling technique must be packed into that one demonstration.

**The retailer's controlled salesman:** Door-to-door distribution, using either controlled itinerants or controlled route salesmen, is also used by retailers.

" . . . at least two home furnishings

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\* Earl Lifeshey, "Door-to-Door Selling."

retail chains (Morgan's, Inc., Boston, and Ludwig Bauman, New York City), not to mention a number of smaller individual stores, have for some time been using this form of merchandising either directly or through a subsidiary . . . with excellent success . . ."

An interesting and highly successful combination is the use of two sales forces by the manufacturer. In this method, the manufacturer has one sales force operating from a local retail establishment, gaining leads and appointments from demonstration space within the store, giving the retailer a percentage profit on each sale made.

At the same time, a second sales force of controlled itinerants systematically rings doorbells in the retailer's trading area, usually referring to themselves as representatives of the retailer. The Hoover Co., which currently employs approximately 2,000 salesmen, one third of whom sell in the cooperating stores, have been using this combined operation steadily, with only minor changes, since the inception of the plan in 1918.

Another example of the use of retailer's controlled salesmen is the distribution of the Singer Vacuum Cleaner. While the Singer Sewing Machine was originally introduced through door-to-door methods, Singer does not use door-to-door canvassers, as other vacuum cleaner companies do. Instead, the Singer salesman is trained to aim for a home demonstration to achieve maximum effectiveness.

Fundamentally, the retailer's controlled salesmen do not differ from the various types of manufacturer's controlled organizations, except for the use of a recognized local name. Of course, this may be of great value in reducing the coldness of the customer's reception to the itinerant salesman. However, with the route salesman controlled by the retailer, the operation gains effectiveness inasmuch as the good will of the route salesman and the retailer reinforce each other.

**The customer peddler:** This particular method of operation has declined to the point of negligible importance. The customer peddler uses his line of products merely to gain entrance, since his primary interest is in people who are willing to purchase items through him. He will buy almost anything for his "client." The growth of more intelligent consumer purchasing habits has brought a dearth of business to the man who will sell you " . . . curtains, furniture, a fur coat, or even the proverbial kitchen sink."





—C. R. Herrick, Director of Traffic, Packard Motor Car Co.

## "We can't afford traffic jams at Packard!"

"An automobile plant is geared around its assembly lines. And they can be stopped for lack of a bolt!

"We simply cannot afford to let a traffic jam get started at Packard!

"When we face unforeseen delays on the part of our suppliers, we make extensive use of Air Express. Such shipments may range from 5 lbs. to more than a thousand.

"Recently, for instance, we needed a heavy shipment delivered overnight from the East Coast to meet a production crisis. The vendor was located in a

non-airport city. We called Air Express — and the load was rolling into the plant gates at Detroit the next morning!

"Dependability like that is priceless. Yet in a good many weights and distances you actually save money by specifying the fastest service — Air Express.

"We handle several thousand pounds a month via Air Express, every shipment of which is important and must be on time. We give Air Express credit for valuable assistance in maintaining production of 1953 Packards and Packard Clippers from our assembly lines."

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.

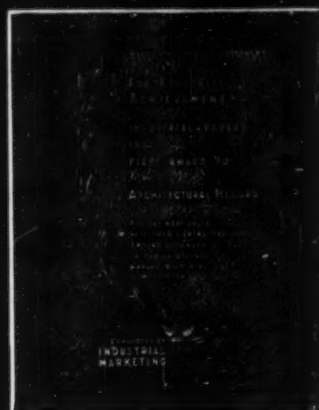


## note:

Since this advertisement appeared in May, *Architectural Record* has won four more Awards of Merit in Industrial Marketing's 1953 Business Paper Editorial Achievement Competition.

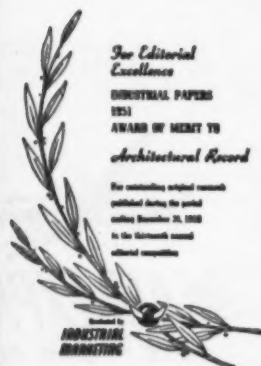
Also reflecting editorial excellence is the second annual Howard Myers Award which has gone to Lewis Mumford for his article "Function and Expression in Architecture" in the November 1951 issue of *Architectural Record*. The Howard Myers Award is administered by the Architectural League of New York.

Another reason why *Architectural Record* leads the field by 1,000 advertising pages a year\*

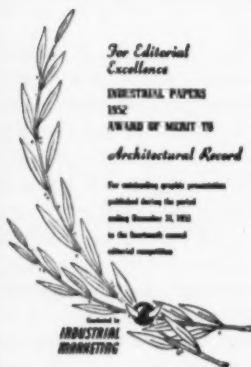


First Award—best graphic presentation—"Architecture in Hawaii," October and November 1950 issue.

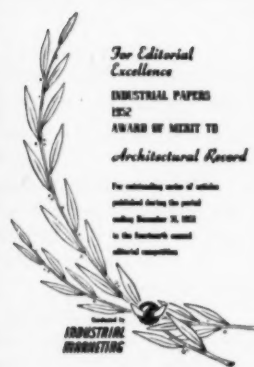
# 22 Awards



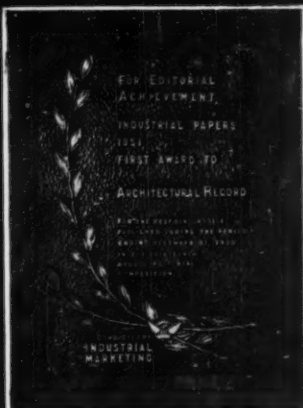
Award of Merit—outstanding original research—"Motels," March 1950.



Award of Merit—outstanding graphic presentation—"Vacation House in Oregon," July 1951 issue.



Award of Merit—outstanding series of articles—"Philosophy of Architecture" (1951).



First Award—best single issue—October 1950 issue featuring "Mental Hospitals and Schools."



Certificate of Excellence—outstanding graphic presentation—October 1951 issue.



Certificate of Excellence—outstanding graphic presentation—May 1952 issue.

# for Editorial Excellence

*confirm the judgment of readers and advertisers*

Nine of these 22 editorial awards have come to Architectural Record in the past two years . . . including seven awards in Industrial Marketing's Annual Business Paper Editorial Achievement Competition.

No magazine has ever duplicated the Record's record of two first awards and five awards of merit in two consecutive years in Industrial Marketing's fourteen-year-old business paper editorial competition.

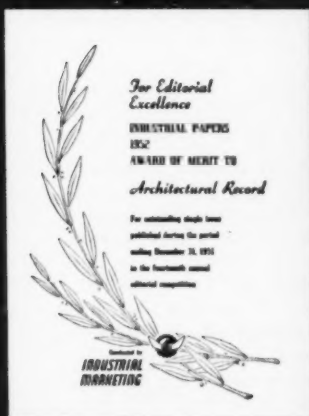
These many editorial awards strongly confirm the judgment of . . .

• Architects and engineers who have steadily voted Architectural Record their preferred magazine in 45

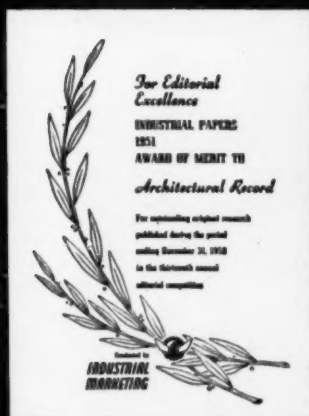
out of 51 readership studies sponsored by building product manufacturers and agencies (including all eleven surveys since January 1952) and . . .

• Advertisers of building products who year after year place more pages of advertising in Architectural Record than in any other architectural magazine—over 50% more pages in 1952 and thus far in 1953!

Put the workbook of architects and engineers to work for your sales force now. You'll reach more architects—at the lowest cost per page per thousand. And your coverage of over 85% of all architect-engineer-designed building is documented by Dodge Reports.



Award of Merit—outstanding single issue—the June 1951 issue featuring "Schools and School Practice."



Award of Merit—outstanding original research—"Next Year's Boom Will Be Different," November 1950.



119 West 40th Street  
New York 18, N. Y.  
LOngacre 3-0700

## Architectural Record

"workbook of the active architect and engineer"

\*1952: Architectural Record, 2,817 pages; second magazine, 1,814 pages. First quarter 1953: Architectural Record, 726 pages; second magazine, 414 pages. Source: Industrial Marketing.



Did a  
customer  
forget  
you  
today?

Here's a brand new way to  
make sure your customers  
remember you

Tatum **MONOGRAM** Staplers  
with your name here

on 2-color metal plate



**KEEP YOUR  
NAME UP FRONT  
4 WAYS**

1. Strong attention value...your ad is sure to be seen
2. High readership...your ad is rarely out of sight
3. Repetition builds remembrance...your ad sells all day...every day
4. No competition...your message is read without distraction

Ask your stationer or office supply firm for  
details and quantity prices of **MONOGRAM**  
Staplers, or mail coupon today.

**WILSON JONES COMPANY**  
209 S. Jefferson St., Chicago 6, Ill.

Please send complete data explaining how  
I can put the **MONOGRAM** Staplers to  
work on our prospects' desks. Also give  
me name of my nearest stationer.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ SM7

## PRINTS FOR CHRISTMAS



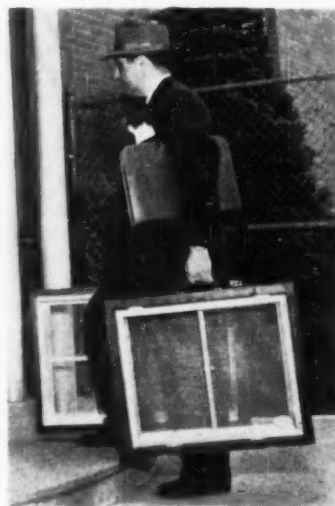
"NAVAJO"

Send a gift that will be cherished for years! Beautiful, full-color lithographs of famous southwestern paintings in 23" x 19" mat for framing—with your Christmas message imprinted on special overlay, free. Write for brochure of collection and low quantity prices. Gerard Delano Studios, 31 E. 18th Ave., Denver 2, Colo.

# Tools For Selling



**SOMETHING SMALL**, convenient, quick. That's what General Bronze Corporation's Alwintite Division' salesmen asked for, to show distributors and builders benefits of aluminum residential windows. Port-A-Views, four-pound projector-viewers, do the trick.



**TWO MAN-SIZE SAMPLES** are about all Alwintite salesman (or anybody else) can manage. Wouldn't it be easier to carry 200 Kodachrome slides instead of a wagon-load of window demonstrators? Now the 10 salesmen who service 100 distributors and builders merely plug in projector-viewer, show homes, projects where windows have been installed, steps in manufacturing process. For each slide, salesman has card listing project, location, builder, price.



**UP ON DESK**, viewer is ready. Salesman says to customer, "You work it." When prospect shows interest in a slide, salesman has opportunity to fill in specification details. The 35 mm color slides are in sequence, so story can be presented. There are before-and-after shots, too. No need to darken room with this projector-viewer, and several prospects can watch at one time. Port-A-View made by FR Corp., 951 Brook Ave., New York 51, N. Y.

SALES MANAGEMENT





EDWARD B. DOREMUS, Advertising Manager, James Hunter Machine Company, North Adams, Mass., says:

*"Stereo-Realist slides in three dimensions and full color are next best to the actual product"*

Stereo-REALIST slides are "reality in a briefcase," E. B. Doremus states. "We have found them to be the ideal medium for helping prospects understand our complicated line of textile finishing and drying machinery. REALIST slides take a customer to a mill without leaving his office, and clearly show him the relationship of various machines in their true perspective."

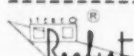
The REALIST exactly duplicates what you see with your eyes, in full, natural color and true-to-life three dimensions. Salesmen and customers like the compact, lightweight sales kits — proclaim the REALIST to be "the world's finest visual selling tool." Investigate the possibilities of its use in your sales program. The variety of its applications is universal. DAVID WHITE COMPANY, 385 West Court Street, Milwaukee 12, Wisconsin.



\$159.00 (Tax inc.)

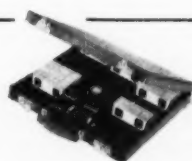
**STEREO** Realist

The camera that "sees"—in 3 dimensions—the same as you



Cameras, Viewers, Projectors and Accessories are products of the David White Company, Milwaukee 12, Wisconsin—for 50 years manufacturers of precision instruments for engineers and surveyors.

**ST20-5B REALIST  
SLIDE AND VIEWER  
CARRYING CASE**



The ideal salesman's stereo portfolio — carry like a brief case. Contains 150 slides and REALIST Viewer. Attractive plastic leatherette finish. Sturdy all-wood construction. De luxe hardware and convenient leather handle.

# The N. Y. NEWS is LARGEST in New York —LARGEST in America!

IN NEW YORK, the circulation of the Daily News is more than twice-the-circulation of any other New York daily newspaper

—more than twice as much in the CITY ZONE

—more than twice as much in the SUBURBS

—more than twice as much in CITY & SUBURBS

## FIRST in the CITY ZONE

Daily News leads by 804,849  
DAILY CIRCULATIONS

1 NEWS	1,413,953
2 Mirror	609,104
3 Jour-American	561,997
4 World-Tel-Sun	489,426
5 Post	394,256
6 Times	308,912
7 Herald Tribune	157,854

## FIRST in the SUBURBS

Daily News leads by 319,748  
DAILY CIRCULATIONS

1 NEWS	441,665
2 Herald Tribune	121,917
3 Mirror	111,303
4 Times	106,381
5 Jour-American	96,128
6 World-Tel-Sun	55,192
7 Post	15,834

## FIRST in CITY & SUBURBS

Daily News leads by 1,135,211  
DAILY CIRCULATIONS

1 NEWS	1,855,618
2 Mirror	720,407
3 Jour-American	658,125
4 World-Tel-Sun	544,618
5 Times	415,293
6 Post	410,090
7 Herald Tribune	279,771

## SUNDAYS, TOO! The New York Sunday News is:

FIRST in the CITY ZONE . . . leading the next Sunday paper (Mirror) by 838,092

FIRST in the SUBURBS . . . leading the next Sunday paper (Jour-American) by 518,363

FIRST in CITY & SUBURBS . . . leading the next Sunday paper (Mirror) by 1,409,811

Sunday News TOTAL circulation (City, Suburbs, and Country) is 4,007,074



## THE NEWS

NEW YORK'S PICTURE NEWSPAPER

NEWS BUILDING, 220 East 42nd Street, New York 17, N. Y.

Advertising offices  
also in . . .

CHICAGO—Tribune Tower, Chicago 11  
SAN FRANCISCO—155 Montgomery St., San Francisco 4  
LOS ANGELES—1127 Wilshire Blvd., Los Angeles 17

**MORE THAN TWICE THE CIRCULATION, DAILY OR SUNDAY, OF ANY OTHER NEWSPAPER IN AMERICA**

CIRCULATION: Average for 6 months ended March 31, 1953, submitted to A.B.C. — subject to audit.

SALES MANAGEMENT

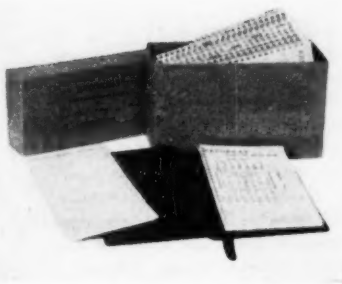
## Tools for Selling (cont.)

### PACKAGED MEMORY-JOGGER

time-saver and efficiency co-ordinator for almost any salesman, this "Recorday" diary-memo outfit is used by 500 field sales representatives and field commodity experts, United States Rubber Co. H. M. Winton, manager, sales development, says: "One of the responsibilities that faces management is to initiate systems which can be used by the salesman in planning his activities to provide the greatest amount of face-to-face time with customers... Salesmen who realize the necessity of providing some kind of plan to insure the most profitable utilization of their time usually resort to unorganized reminders on scrap paper..."

That's why U. S. Rubber purchased and distributed Recordays to representatives, Winton remarks. "After three years of use," he reports, "we feel that Recorday is one of the most effective tools for helping our salesmen scientifically manage their activities."

No ordinary memo book, Recorday is packaged with monthly inserts; inserts are later filed, kept as permanent record. Expenses, dates, day-to-day jottings can be transferred ahead at month's end. Recorday Co., 53 State St., Boston, Mass.



**SNIFTER SET** ... Story goes like this: A customer once asked if Pur Air equipment, made by Barnebey-Cheney Co., Columbus, O., was effective against his big problem—creosote fumes. Salesman wired home office to find out. When reply came back, customer had left for Florida. To head off future hiatuses, the company put together a formidable device made of glass tubes, cotton, a rubber hose and a ball attachment with a concentration of Pur Air's activated carbon. Now, says Art Cox, Sr., Pur Air sales manager, if a prospect asks whether Pur Air will remove such-and-such odor, the salesman puts such-and-such in the test tube and gives a before-and-after sampling, via sniffs.

## Gift...Prize...Award ...or Premium

Whatever **your** need it will be worth your while to look over the excellent cutlery values made by Imperial. Three factories produce a complete range of products in pocket knives, household cutlery and stainless tableware.

### FOR DEALER PREMIUMS, SELF LIQUIDATORS

Fine steel blades,  
highly polished, lots of value.  
Many items. 39¢ to \$5.00 retail.



**Jack-master**  
N-1800ST, Retail 59¢

### FOR CATALOG PREMIUMS, CONTEST PRIZES, SAFETY AWARDS

All the sales features of expensive cutlery, yet very low priced. High-Carbon Stainless, Frigid Tempered, Hollow Ground. Complete line — sets or open stock. Also DeLuxe... with Strata-wood handles.



**Veri-Sharp**  
TK-22, Retail \$5.00

### FOR SALESMEN'S AWARDS OR BUSINESS GIFTS



**Schrade-Walden**  
809M, Retail \$5.00

The finest knives in the world. Tool steel blades so sharp and tough they will shave a steel bolt. Hand-crafted to a beautiful finish, \$3.00 to \$125.00 retail.

### FOR COUPON PREMIUMS, CATALOGS, PRIZES



**Stainless by Imperial**  
V-2, Retail \$2.50

Rich finish, triple-graded, lovely patterns. Sets, chests or open stock.

For the best possible values in the cutlery field choose from the extensive cutlery line made by...

**Imperial**

KNIFE ASSOCIATED COMPANIES, INC.  
Providence, R. I.

General Sales Office: 1776 Broadway, N. Y. 19, N. Y.

One of the largest producers of cutlery in the world  
Stainless Tableware by Imperial    Schrade-Walden Pocket Knives  
Imperial Jack-master Pocket Knives    Wistar Pocket Knives  
Imperial Veri-Sharp DeLuxe Household Cutlery  
Imperial Veri-Sharp Household Cutlery



### TEL-A-STORY Automatic Advertising Projector

Presents your product story continuously hour after hour in natural color on COUNTERS, DISPLAY TABLES or in WINDOWS.

For Information Write Dept. C.

**TEL-A-STORY, INC.**  
523 Main Street, Davenport, Iowa

### COMING SOON

A small-town dealer spells out the pay-off on good manufacturer displays . . .

★★★★

How Lily-Tulip Cup Co. broke the log-jam in communications . . .

★★★★

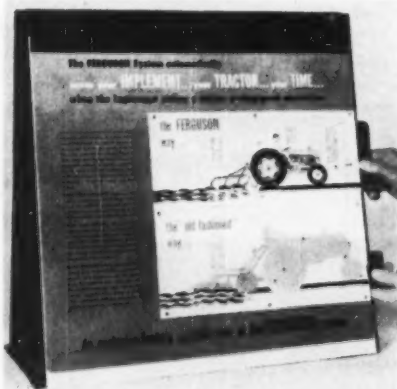
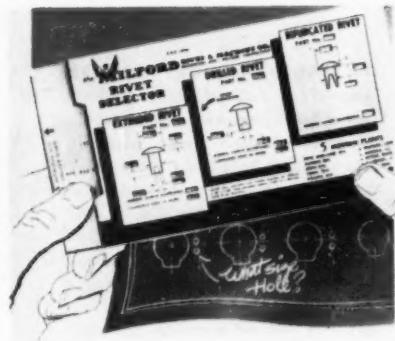
The untold story behind fitted sheets . . .

★★★★

. . . coming, in early issues of Sales Management.

## Tools for Selling (cont.)

ON THE ASSEMBLY LINE, they'll specify your product if you can tell 'em how, what, when. The Milford Rivet & Machine Co., Milford, Conn., puts a Fastener Selector, a slide-chart calculator, in the hands of manufacturers of assemblies, gets sales results. Tabulated information is given for extruded and drilled tubular rivets, bifurcated (split) rivets and cutlery rivets. Data include: part catalog numbers, principal and critical dimensions, etc. Dimensions given are indicative of the best practice, the company says, based on user service records. Made by Graphic Calculator, Chicago, Ill.



an eight-page flip chart. Final panel explaining tractor's hydraulic mechanism activates various parts in a 24-stage stop-motion cycle through a selector wheel at panel's side. In all, chart contains more than 1,000 movable cardboard and plastic parts.

### NEW IN TRACTOR BUSINESS.

this "Ferguson Prospector" is a supplement to actual field demonstrations, remarks Philip A. Brown, advertising and sales promotion manager, Harry Ferguson, Inc., Detroit. "We've never before been able to explain to the layman the inner workings of the tractor, but this device helps us tell the story visually in terms anyone can understand." Device achieves multiple-action effects through series of variable-type cams built into laminated cardboard pages of

**STOP MOTION** permits salesman using device to discuss points of Ferguson System in detail. Heart of System is hydraulic mechanism and a linkage arrangement which integrates tractor and implement into a single unit. Since much of the System is built inside tractor, Ferguson dealers and salesmen often found themselves hard put to explain it. They tended to become involved in lengthy explanations which only confused farmers. Created for Ferguson by Carter & Gallantin, Chicago.



SALES MANAGEMENT



# New LIFE research gives audience data on four leading media

Covers leading Radio and Television shows,  
a Newspaper Supplement, and four Magazines

## Information never before available extends accumulative audience measurements

THE LATEST project in LIFE's media research—*A Study of Four Media*—has just been completed by Alfred P. Politz Research, Inc.

The original Politz research report—*A Study of the Accumulative Audience of LIFE*—was published in 1950. It showed advertisers, for the first time, how the audience of a single publication accumulates over the course of 13 issues . . . how often the same people will be reached . . . and the size and characteristics of the audience at each stage of accumulation.

The present study extends this new concept in audience measurement to other magazines and other leading media. These are the specific media covered:

1. **Radio:** The four leading radio shows at the time the survey was begun.
2. **Television:** The five leading television shows at the time the survey was begun.
3. **Newspaper Supplement:** *This Week*.
4. **Magazines:** *Ladies' Home Journal*, *LIFE*, *Look*, *The Saturday Evening Post*.

*A Study of Four Media* is not designed to give answers to such general questions as "what's best?" or "who's first?"

It does not, for example, make the impossible assumption that a certain unit of broadcast time is equal to a certain unit of printed space.

The findings do, however, give complete and reliable data on both audience accumulation and on audience repetition for each of the four medium studied.

These findings can be usefully applied in decisions related to a particular product and the particular aim of an advertising campaign for that product.

In the panel below, you will see exactly what data are given for the audience of each medium studied, and what breakdowns of each audience have been made available.

The findings of this important new study are now being presented to advertisers and their agencies. For full information, write to A. Edward Miller, Research Director, LIFE, 9 Rockefeller Plaza, New York 20, N. Y.

## The survey findings in *A Study of Four Media* will include:

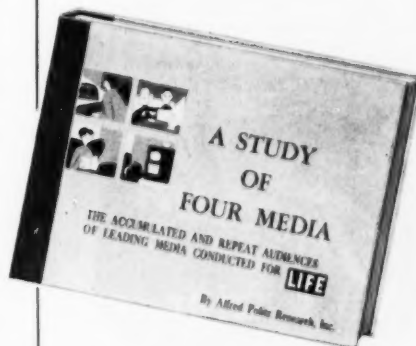
1. **Average Issue or Program Audiences**
2. **Accumulative Audiences**  
(Extended over six issues for magazines and supplement; over four broadcasts for each radio and TV program)
3. **Projected Accumulative Audiences**  
(Thirteen issues for magazines and supplement)
4. **Audience Characteristics:**  
By Age, Sex, Education, Income,

Urban-Rural—both for one-issue and one-program audiences and accumulated audiences.

5. **Repeat Audiences:** the frequency with which the media studied are read or listened to—over six issues and thirteen issues for the print media; four broadcasts of each radio and TV show. (Repeat audiences are also analyzed in terms of the characteristics listed).

A section in *A Study of Four Media* gives details of the research techniques and procedures used in this study.

# LIFE



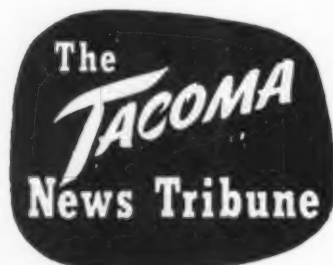


**"When Thinking  
Pacific Northwest  
We Always Think  
Seattle AND Tacoma  
never Seattle alone"**

**R. G. WEIDIG**  
Northwest Sales Manager,  
**STOKELY-VAN CAMP, INC.**  
(Seattle Office)

In discussing the Tacoma market, Mr. Weidig has this to say: "When making plans with representatives from our headquarters office, I request that the Tacoma area always be included in our promotion plans as a separate market . . . not to be considered as part of the Seattle market. For it has been our experience that the prosperous Tacoma market cannot be properly covered by Seattle promotion alone. We always think Seattle AND Tacoma . . . never Seattle alone."

*Think twice about Tacoma! It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why—on Puget Sound—you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Co.*



## "My Husband Is a Salesman For Tip-Top Bread"

Wives met, persuaded and sold other housewives in this contest sponsored by Ward Baking Co. in little News, La.

In the bread business, salesmen sell grocers on stocking a brand, and try to achieve for that brand preferred shelf position and effective display. Seldom does a large bakery employ *person-to-person* salesmanship to persuade housewives to ask for a particular brand. When Ward Baking Co. tried it in News, La., sales increased a sizable 10% during an intensive three-month campaign. "And, more important, the company held that increase after the campaign was over," says John Vinturella, bread sales manager for Ward.

The cost of achieving this sales increase? Three wrist watches.

Two of the wrist watches were presented to "sales managers" who had driven their "selling forces" to achieve the best increases. The other went to a temporary "sales manager" whose "force" racked up the best increase in cake sales.

That was the pay-off on a campaign of salesmen's wives. This campaign included more features, however, than the usual attempt to have wives build selling fires under their husbands. The salesmen's wives—informally dubbed "sales managers," each with supervision over her own salesman—actually *sold*. They called consumers and contacted stores.

The idea was developed by Vinturella and Joseph V. Serwatka, general manager. Gene Sutherland, cake division sales manager, also contributed. The plan had these features:

1. Wives were offered two opportunities to benefit. First was through increased commission checks brought home by husbands if the campaign succeeded. Second, three wrist watches were awarded on the basis of bonus points for wives' extra efforts.

2. Wives had two principal tasks: to call consumers in their husbands' sales territories to induce them to try or to continue to buy Tip-Top Bread; to visit retail stores on their husbands' routes, where they distributed gifts and supervised cleaning and straightening of Tip-Top Bread displays.

The campaign lasted from October through December 1952. When results were in, bread volume had in-

creased 10%. Cake sales—a secondary objective—were also up, and in following months the increases in both classifications were maintained. Additionally, says Vinturella, fellowship among the sales force improved. "Psychologically, for building team spirit, the campaign was as much a success as it was saleswise," he notes.

Sales conferences were held for the part-time "sales managers," beginning with a kickoff dance on October 1. "They were odd-looking sales meetings from one point of view," says Vinturella. "I never before saw a bunch of 'sales managers' seriously conferring on merchandising matters, with youngsters tugging at them and calling attention to things around the hotel meeting room!"

"The whole idea," Serwatka explains, "was that wives of Tip-Top salesmen would not only encourage their spouses to do a better job of retail selling, but that they would pitch in and work themselves."

Much of their work was on the telephone. From the telephone company's Red Book of street addresses, salesmen were given each day 15 to 20 names of consumers along their routes. Wives were to contact names listed the next day, after which husbands would supply another list.

Serwatka and Vinturella developed a suggested sales talk pattern for wives:

"Good Morning. (Good Afternoon.)

"This is Mrs. . . . calling.

"Is this Mrs. . . . speaking?

"Well, Mrs. . . ., I was hoping I would find you home. I am one of the Tip-Top Boosters. My husband is a salesman who serves all the grocery stores in your neighborhood with Tip-Top Bread and Cake.

"Mrs. . . ., I wonder if you would mind answering a few questions for me?

"(Not Interested): Just beg pardon and hang up graciously.

"(Interested):

"1. Do you use Tip-Top Bread?

"(a) If party uses Tip-Top Bread, thank her for her patronage, and call attention to the added calcium we are putting into Tip-Top.

"(b) If she doesn't use Tip-Top, ask her to try it; call attention to the added calcium.

"2. Explain that you and your husband are in a Tip-Top Sales Contest, and would appreciate it if she would buy Tip-Top Bread and Cake for the next five weeks to help you win.

"3. Do you have any children?

"(If answer is yes): Have your youngsters contact my husband on his Tip-Top delivery truck and, in appreciation for your buying Tip-Top, he will have a small gift for them.

"Thank person for cooperation.

"(Calls should not be made too early in the morning—only between 9 a.m. and 5 p.m.)"

Because of the high calcium content of Tip-Top bread, amateur sales managers emphasized to stores its im-

portance in nutrition.

In addition to contacting consumers, the Tip-Top "sales managers" called at grocery stores. Radio spot announcements alerted housewives to the Tip-Top ladies, who had a free gift for each. The gift was a "Tip-Top Mark-it Guide"—a push-button list of marketing needs to hang in the kitchen for daily checking.

While in the stores, wives cleaned bread displays, straightened stock, and otherwise acted as assistant merchandisers in the intervals between their husbands' calls.

"Several wives went beyond their instructions with some mighty good results," Vinturella reports. "They actually lined up new accounts—several restaurants and a school cafeteria."



### Agency and Newspaper Men Discuss Metropolitan County Areas

The *Greensboro, N.C. News-Record* executives and their national representatives, Jann & Kelley, Inc., played host June 16 to a dozen agency executives at Chicago's Lakeshore Club.

The meeting was called to discuss the measurement of Metropolitan County Area potentials and proper advertising allocations; the presentation was built around a 64 page and cover booklet published by the *News-Record* with data from SALES MANAGEMENT'S May 10 *Survey of Buying Power* called, "Complete Ranking of 225 Metropolitan County Areas in 13 Sales Classifications by Dollar Volume."

#### Top Row—Left to Right:

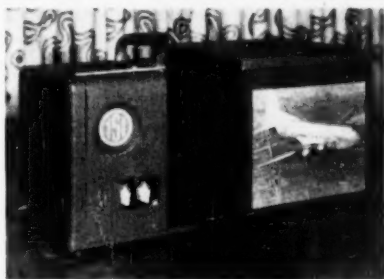
Henry C. Jann, President, Jann & Kelley, Inc.; William Robinson, Research Director and Raymond A. Phelps, Space Buyer, Earle Ludgin, Inc.; Walter R. Stecher, Jann & Kelley, Inc.; George Lemons, Advertising Director, *Greensboro News-Record*; Robert Hussey, Vice President and Media Director, Foote, Cone & Belding; Dick Hyland, Media, J. Walter Thompson Co.; Frank H. Carpenter, Jann & Kelley, Inc.; Al J. Grobe, Media, Ruthrauff & Ryan, Inc.; Merrill V. Reed, Vice President, Sales Management, Inc.

#### Bottom Row:

Dr. Seymour Banks, Media Analyst and Roy Boyer, Printed Media Director, Leo Burnett, Inc.; Clifford E. Bolgard, Media Director, Sherman & Marquette, Inc.; Al Frifield, Media Buyer, Foote, Cone & Belding; A. G. Ensrud, Assistant Media Director, J. Walter Thompson Co.; Larry Sarra, National Advertising Manager, *Greensboro News-Record*.

## STARTING A

# Revolution IN SALES PRESENTATIONS!



## the TSI 16mm Suitcase Projector

Compare your present projector  
—does it give you these TSI  
advantages?

#### Complete Self-Operating Unit

—No reels of film to thread—no screen to set up—no sound speaker to engage—  
all of these features are combined together in the attractive one-unit case.

"Flick" It's On—Just plug into any 115 volt electrical outlet, AC or DC, and with a "flick" of its switch the TSI Projector is on and running.

Automatic Rewind—Due to exclusive 16 mm film magazine, film is automatically rewound—no rethreading necessary—magazine is power driven. It's ready to go after every show.

Daylight Operation—No need to draw shades or draperies. Crystal clear picture is projected on the self-contained screen in any lighted room.

TSI Projectors are available in 5 compact models priced to fit your program.

Model D or H (DeVry or Bell & Howell mechanism), Model T (new magnetic B & H tape), Model M (400' film), Model MB (800' film).

TSI Offers Nationwide Service—Over 100 TSI service centers are located throughout the U.S., Canada and Mexico.

Write today for illustrated brochures featuring TSI Suitcase Projectors.

TSI is the pioneer designer and builder of suitcase projectors.



TECHNICAL SERVICE, INCORPORATED  
Dept. A-6, 30865 Five Mile Rd.  
Livonia, Michigan, U.S.A.

Custom Mfrs. of Electronic and/or Mechanical Equipment

## When the Prospect Says, "I Just Don't Believe It!"

(continued from page 24)

of tall stacks are shown. Scurich (who is 6' 1" and weighs 190 pounds) may then up-end his demonstration box, which is identical with the others, and stand on it.]

**Prospect:** That's all very well when it's dry. What about humidity in storage? Doesn't it go soft under refrigeration?

**Scurich:** No. We have observed it at up to 88 to 90 degrees of relative humidity and there were no bad effects from the moisture. The Kushionized box benefits from cold storage. A wooden box warms up quickly after being removed from the cold room. The corrugated paper walls of this box, because of its air cells, have insulation value. The cold, retained in the walls, is slowly emitted to the fruit, keeping it cool for 48 hours. You can prove it with a simple test with one of the boxes.

**Prospect:** Would I need a special assembly machine to set up boxes?

**Scurich:** No. You can use the same

machine you have that makes wooden boxes, using this adaptation unit made by Food Machinery Corp. It costs \$50 and it fits any machine. The "raw materials" for the box are the two wooden ends and one continuous flat piece of paper board which shapes up to form sides and bottom. Instead of the fivepenny nails used for the wooden boxes, fourpenny cement-coated nails are used. Since you get more of the smaller size to the pound, there is a 20% saving on nails. Assembly is much faster than for wooden boxes. [Scurich takes the prospect to an assembly machine and puts one together or else shows photographs of the process.]

We have found that 500 more of the Kushionized boxes per day can be set up, 3,000 of the paper as against 2,500 in wood. The corrugated tuck-in lid is also a time saver compared with the wooden slats. It costs less: you save about two cents as against the wooden veneer lid,

which requires pads, and even then there is bruising. There is almost no bruising with the fiberboard lid. All need for paper pads and liners is eliminated with this box, a saving of two to three cents for materials and about one-half cent in labor in addition to the original saving of 10 cents on the box.

**Prospect** (beginning to be convinced but finding it hard to believe that paper will carry fruit as safely as wood): You spoke of nails. Won't the heads work through the paper?

### A Plus Value

**Scurich:** [Answering with a demonstration he tries to tear the sides from the wood of the box he has just assembled. Using all his strength he is unable to part the paper from the nail or the nail from the wood. He hands it over to the prospect, who has the same experience.]

**Scurich:** Feel how light it is? You save 3½ cents a box on shipping charges. On a carload lot going East, that means a saving of \$50 to \$60. And don't forget one of the most important advantages of the paper box: You can print on it.

**Prospect:** Print on it?

**Scurich:** Use it to carry your advertising message, identify your product with a color, or colors. [The prospect is led to a display, or shown photographs and samples, of uses made of the box sides for advertising.] See how different shippers have made use of the side areas to advertise their names, trademarks, products or make their box distinctive with a color that causes it to stand out from others.

Samples and photographs of displays on jobbers' floors show how much more striking paper boxes are than the wooden containers which usually have only a name or brand stamp, and end labels.

[Scurich produces another visual selling tool: a sheaf of photostat facsimiles of letters received from fruit brokers praising the merchandising advantages of the box. For example, one from a large Los Angeles Car-lot Broker: "While we have represented you on this market for many years, and your quality and pack have always been tops, this is the first year your apples have sold with very little sales effort because of your Kushionized box. It has taken the trade by storm as it prevents bruising and can be hand-trucked with any kind of clamp truck . . . It stands up in cold storage for a

you can  
really  
**GOPHER**  
this market



... it's a lusty \$7,500,000,000 spender,  
and here's the way to reach and  
influence it . . .

## PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING



More display space per \$ on Super-Size page . . .  
More attentive readership with news-and-picture  
features, thru-the-book format . . . Stronger selling  
impact on MORE important buyers of Packages  
and Packaging Machines—Supplies—Services . . .  
15000 (CCA) ALL-BUYER circulation.

**HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.**  
**NEW YORK 17—101 PARK AVE. • WEST COAST—McDONALD-THOMPSON**



long time with complete rigidity . . . The purple Kushionized sides make it the most attractive package ever seen on this market." The "freshness," "newness," "greater eye-appeal" of the container are stressed in other letters.]

Similar visual proof of effectiveness in use is presented when the prospect asks another question:

**Prospect:** What about handling? How do transport companies feel about the paper box for fruit and produce?

**Scurich:** We prefer to let those companies speak for themselves. Here's one that reports after a year's handling:

1. We have not had any breakage or claims of any kind with this container.

2. The box handles as well as the wooden box with the clamp truck and can be jacked into place with ease.

3. Our loading and unloading costs have not increased with this container.

4. It has more than adequate strength to withstand the ordinary

perils associated with transportation.

We can highly recommend this container from the standpoint of a transportation company."

A letter from another company adds:

"They load and unload faster than the wooden box for they slide better than the wooden box on wooden floors . . . of the thousands hauled we have not had one broken or damaged box."

### What About Damage Risk?

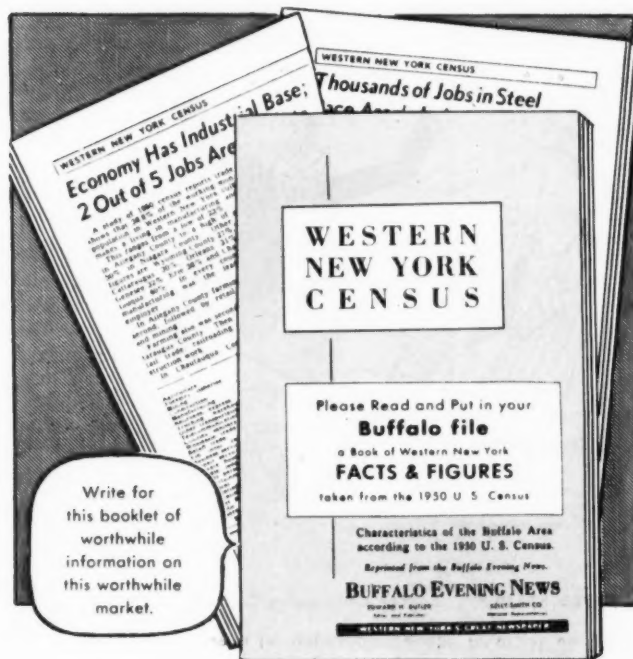
**Scurich:** In fact, since it went into use in November, 1948, there have been no damages or claims for fruit or produce shipped in this box. [He then tells the prospect of a motor shipment of 800 boxes of apples. The truck, involved in an accident on the highway, tipped over.] The truck was demolished. Only 7 of the 800 boxes were lost, because of the binding quality of the Kushionized container. You only have to imagine the scene with wooden boxes in a similar situation.

**Prospect** (almost ready to be sold): The paper box has no re-use value. Retailers get anywhere up to a dime

for empty wooden boxes from the used box lots. They won't like getting these paper boxes.

**Scurich:** Oh, yes, but they do; and there is a re-use value. We have information to show that any number of retailers are happy to have the boxes to give to housewives as a shopping box. The box is light and deep, it holds a lot of groceries. Thousands of them are going into homes carrying the fruit or vegetable shipper's brand and advertising. To remind grocers this blotter with its advertising message and suggestion is dropped into the box: [Scurich shows a sample: "It's New! Exclusive! Scurich Kushionized Box . . . Use it for a Shopping Box." The message is followed with the shipper's name and an advertising slogan on the container contents . . .]

What the prospect has heard in the brief selling interview, reinforced by demonstration and visual aids, is that the Kushionized Container is more than a box to hold fruit while it is moved from shipper to consumer. He has learned that it: will move and keep the fruit in better condition, without shocks, pressure or bruising; is easier and lighter to assemble and handle; makes possible a striking



## FACTS and FIGURES about the big BUFFALO MARKET

SELL THE NEWS READERS  
and YOU SELL  
The Whole Buffalo Market  
of over 1,400,000 People

## BUFFALO EVENING NEWS

EDWARD H. BUTLER  
Editor and Publisher

KELLY-SMITH CO.  
National Representatives

# PITTSBURGH WOMEN TELL ALL

about radio-listening habits;  
KDKA is station named most

Guide-Post Continuing Consumer Panel recently posed a question to a scientific sample of women in Allegheny County: "What stations did you listen to last week?"

In the replies, tabulated from unsigned mail questionnaires, KDKA won most mentions. This was expected. But of even greater interest to advertisers is the consistency with which KDKA led in replies from all economic groups—

Family Income	No. of respondents	Percent naming				
		KDKA	Station B	Station C	Station D	Station E
\$5000 and over	601	63%	48%	43%	23%	34%
\$3500 5000	558	58	49	43	29	32
\$2500 3500	335	57	50	43	29	32
Under \$2500	256	57	48	39	29	22
All families surveyed	1750	59%	49%	42%	27%	31%

For consistent top coverage like this in the Pittsburgh area, there's no substitute for KDKA! Get up-to-the-minute availabilities from KDKA or Free & Peters.

## KDKA

**PITTSBURGH**

50,000 WATTS

W

### WESTINGHOUSE

RADIO STATIONS Inc

WBZ • WBZA • KYW • KDKA

WOWO • KEX • WBZ-TV • WPTZ

National Representatives, Free & Peters, except for WBZ-TV and WPTZ; for the television stations, NBC Spot Sales

package with colorful eye appeal and considerably more merchandising individuality to recommend it to jobbers and brokers; appeals to transportation companies because it appears to eliminate damage claims. All this is achieved at a saving in container cost and labor of 14 to 15 cents per box, plus freight saving of about 3½ cents a box.

All questions or doubts in the mind of the prospect, skeptical over a revolutionary new product, are met with facts, proofs, and demonstration. The effectiveness of the method is

seen in the fact that, without any advertising and with only such personal selling as the inventor himself can do in addition to running his original business as orchardist, apple shipper, and "custom handler" for other growers, present demand for the Kushionized boxes requires manufacture of a million units. With more paper available, five manufacturers licensed to turn out the containers, and more of the down-to-earth salesmanship that built initial demand, Salesman Scurich seems to be on his way.

## Sales Manager's Bird Cage



STEREOTYPED STANLEY . . . The Canvassing Cuckoo

uses the selfsame canned approach on everyone of his calls. He makes no attempt to fit his product presentation to his prospect's needs.

© 1953 William G. Damroth & Co.

## NBP's 'United Front' Gets Promotional Boost

National Business Publications, Inc., has earmarked one-third of the membership's annual dues for promotional advertising to tell readers of the business press the significance of the association's efforts in representing both paid and controlled circulation business papers.

The announcement was made at NBP's Colorado Springs meeting, June 11, by the group's chairman of advertising and promotion, Harvey Conover, president, Conover-Mast Corp., New York City. He made clear that the publishers' association has successfully mothered a "united front" of 147 technical, scientific, industrial and professional magazines, representing both audited methods of circulation, paid and controlled.

NBP opened its membership to both Audit Bureau of Circulations and Controlled Circulation Audit, Inc., magazines two years ago, and set up for its goal the task of coordinating growth, improvement and influence of these specialized publications.

### Testimonials Coming

Part of the promotion scheduled by NBP will include advertisements in business publications, quoting top men in advertising agencies and the heavy business paper advertisers who have relied on the combined circulation of these magazines to carry messages to more than 3.4 million readers.

The G. M. Basford Co., an agency which places a heavy volume of business paper advertising for clients, has agreed to accept the NBP group as a client. Henry C. Sildorf, chairman of the agency's board, says it is the first time the Basford agency has accepted a publication or a publishers' group as an account.

The series of promotional advertisements is scheduled for the second half of this year. NBP executives declare that the object of the promotion is to demonstrate that audited, paid and controlled publications can work together in a common interest.

Three advertisements have already been scheduled—for July, August and September. They will be testimonials in favor of NBP's work, quoted by Ben Duffy, president, Batten, Barton, Durstine & Osborn, Inc.; J. Stanford Smith, advertising and sales promotion manager, Apparatus Department, General Electric Co.; Gene Wedereit, advertising manager, The Girdler Corp., Louisville.

## There's No Dust on Us!

For more than a Quarter of a Century, we've been keeping ourselves abreast and ahead of each step in the phenomenal development of this great, still-growing Dixie Key Market. WIOD-Miami has been serving the people long and well. Just ask any of the Local Boys!

And, for Station and Market statistics... call our Rep, your Hollingbery Man.



**WIOD**  
Established January 18, 1926

James M. LeGate, General Manager  
**5,000 WATTS • 610 KC • NBC Affiliate**  
National Rep., George P. Hollingbery Co.

**THIS RICH MARKET is  
YOURS for the SELLING**

**SO. DAK. | MINN.  
SIOUXLAND**

**SIOUX CITY**

**NEBR. | IA.**

Population 818,400  
Retail Grocery Sales \$ 166,118,000  
Gross Farm Income \$1,107,982,000  
(Sales Management)

Contact Our National Reps. NOW!

**The Sioux City Journal  
JOURNAL-TRIBUNE**  
NATIONAL REP. JANN & KELLEY, INC.



**COMING:** In Sales Management, August 15—A Mike Hughes report on the expanding use of color in newspaper advertising. Newspapers, advertising agencies, and advertisers contribute to it.

# FUTURE SALES RATINGS

As of July 1, 1953

## Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

↑ Rating raised

↓ Rating lowered

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 3rd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★★	★★★★★	Luggage	G	★★	★★★
Air Conditioning	F	↑★★★★★	★★★★★	Machine Tools	G	★★★★	★★★★
Air Transportation	E	★★★★★	★★★★★	Machinery (Agric.)	E	★★★	★★
Aircraft Sales	C	★★★★★	↑★★★★★	Machinery (Ind'l.)	B	★★★★	★★★★★
Auto Sales (New)	A	↑★★★★★	★★★★★	Materials Handling	E	★★★★★	★★★★★
Auto Sales (Used)	E	↑★★★★	★★★★	Meats	C	★★★★	★★★★
Auto Service & Parts	E	★★★★	★★★★	Medical and Dental Care	C	★★★★	★★★★
Auto Tires	E	↑★★★★	★★★★★	Metal Containers	F	★★★★	↑★★★★
Baking	D	★★★★	★★★★	Metals (Non-Ferrous)	C	★★★★★	★★★★
Banks (Revenue)	D	★★★★	★★★★	Motion Pictures	E	↑★★★★	↑★★★★
Beer	C	★★★★	★★★★★	Musical Instruments	E	★★★	★★★★
Building (Heavy)	B	★★★★★	★★★★	Office Equipment	F	★★★★★	↓★★★★
Building (Residential)	E	★★★★	★★★	Oil Burners	E	★★★★★	↑★★★★★
Candy & Chewing Gum	E	★★★★	★★★★	Oil (Cooking)	G	★★★	★★★★
Canned Fruits & Veg.	E	★★★★	★★★★	Oil Equipment	D	★★★★	★★★★
Cereals	G	↑★★★★	★★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★	★★★	Paint	E	★★★★	★★★★
Cigarettes	G	★★★★	★★★★	Paper & Products	C	★★★	★★★
Cigars	G	★★★★	★★★★	Personal Care	D	↑★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★	Photographic Supplies	G	★★★★★	↑★★★★★
Coal (Anthracite)	F	★★★★	↓★★★★	Plastics	F	★★★★★	↑★★★★★
Coal (Bituminous)	D	↑★★★★	★★★★★	Plumbing & Heating	D	★★★★★	★★★★★
Coin Machine Sales	D	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★★	★★★★
Commercial Printing	E	★★★★	★★★★	Radios	F	↑★★★★	↑★★★★
Cosmetics	E	↑★★★★	★★★★	Railroad Equipment	D	★★★	★★
Cotton Textiles	A	★★★★★	★★★★★	Railroads	B	★★★★	★★★
Dairy Products	A	★★★★	★★★★	Refrigerators	E	★★★★	★★★★
Department Stores	A	★★★★	★★★★	Restaurants & Bars	A	★★★★	★★★★
Diesel Engines	A	★★★★★	↑★★★★★	Restaurant Equipment	E	★★★★★	★★★★★
Dinnerware	E	★★★	★★★	Rubber Products	D	★★★★	★★★★
Drugs & Medicines	E	★★★★	★★★★	Security Financing	F	★★★★★	★★★★★
Dry Cleaning	E	★★★★	★★★★	Shipbuilding	F	★★★★★	★★★★★
Education	F	↑★★★	↑★★★	Shoes	D	★★★★	★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Silk Textiles	G	★	★
Electrical Eq. (Consumer)	D	★★★★★	★★★★★	Soap	E	★★★★	★★★★
Exports	A	★★	★★	Soft Drinks	F	★★★★	★★★★
Farming	A	★★	★★	Sports & Sporting Goods	C	↑★★★★	★★★★
Flour	A	↑★★★★	↑★★★★	Steel & Iron	A	★★★★★	★★★★★
Food Processing	A	★★★★	★★★★	Sugar	E	★★★★	★★★★
Furs	G	★	★★	Surgical Equipment	G	★★★★★	★★★★★
Gasoline & Oil	E	↑★★★★	↑★★★★	Synthetic Textiles	E	★★★★★	★★★★★
Glass & Materials	E	★★★★	★★★★	Television	E	★★★★★	★★★★★
Government Procurement	A	★★★★★	↓★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★★
Groceries	A	★★★★	★★★★	Toys & Games	F	★★★★	★★★★
Hardware	D	★★★★★	★★★★	Trailers (Auto)	G	★★★	↓★★★
Hotels	D	★★★★	★★★★	Travel & Vacations	A	★★★★★	★★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★	★★★★	Travel Overshoes	D	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★	Trucks	D	★★★	↑★★★
Imports	C	★★★★★	↓★★★★	Utilities (Electric)	C	★★★★	★★★★
Installment Financing	C	★★★★	↓★★★★	Utilities (Gas)	D	★★★★	★★★★
Insurance	E	★★★★	★★★★	Utilities (Telegraph)	G	★★	★★
Jewelry & Watches	F	★★★★★	★★★★★	Utilities (Telephone)	C	★★★★★	★★★★★
Laundries	F	★★★★	★★★★	Vacuum Cleaners	G	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★	★★★★	Washers (Household)	F	★★★★	★★★★
				Woolens & Worsteds	A	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.



# Third Quarter Sales Outlook: 14 Industries Up, 4 Down

## Future Sales Ratings Board Predicts:

A continuation of businessmen's nearby optimism, but renewed caution about prospects for following 12 months. Liquid assets, however, still exceed retail sales by 300%.

BY PETER B. B. ANDREWS • Consulting Economist

Despite lowered ratings for several industries, a good third quarter is the over-all expectation of the Future Sales Ratings Board of Analysts. Midyear consensus of this 300-man group on the sales potentials of the 109 industries shown on the opposite page brings improved ratings for 14 of these industries and decreased ratings for 4 in the appraisals for the third quarter.

For the next 12 months the rising and declining industries are closer to a balance, 11 rated up and 7 rated down, in relation to the corresponding record of the preceding 12 months. Reasons follow:

### Why Ratings May Go Up

Continued heavy government spending indicated; \$70 billion projected for this fiscal year is only \$3 billion less than year just ended.

Gain in state and municipal spending (for highways, schools, hospitals, etc.) expected to more than balance

this drop. Huge backlog of necessary work has accumulated.

Personal incomes are at new highs and rising, while retail prices are down, purchasing power improved. Annual rate of personal income at \$283 billion compares with \$268 in 1952 and \$226 in 1950.

Strong finances of the public and business make a good base for progress. Much of this reserve can be weaned away for new products and modernization.

### People Have \$550 Billion

Personal liquid assets, including individual investments in corporate securities, now exceed \$550 billion, or more than 300% of the total retail sales of the nation in the year 1952.

Against this, mortgage and consumer debt is less than \$100 billion. Consumer debt is rising, but most credit executives are not worried since only a pace proportionate to upward sales is being kept.

For most major manufacturing groups, ratios of current inventories to sales are approximately those which prevailed in March 1950.

Current assets of American corporations are over twice current liabilities, with net working capital over \$90 billion and cash over \$50 billion—the strongest position in national records.

Business can finance large production and further modernization, develop new styles and products for further raising living standards.

The nation's needs are constantly rising with increasing, better-educated population and aging of the many postwar-born children.

Businessmen are progressively advertising-and-promotion-minded.

### Ratings Can Fall Because . . .

Large existing plant capacity may bring reduction in private industry expansion plans.

Full warehouses and generally high inventories may bring product glut. Many wants are regarded as temporarily satisfied.

Competition is extremely keen, making profits difficult for some industries.

Money is tighter, interest rates up, loans harder to get.

Farm prices and earnings are on the decline.

Worldwide competition is increasing as other nations improve positions; U. S. exports sagging.

Good comparisons grow more difficult against previous strong records of many industries.

Possible Federal attempt to brake installment buying, with debts now historically high.

Much sentiment against early tax reductions.

### Industry Forecasts: Why Ratings Raised

**Air Conditioning:** Production running at a rate more than double last year's; new entries in the field and higher promotions bring rating rise in near term from 4 to 5 stars.

**Aircraft Sales:** Cutbacks being ruled out in this vital defense field; domestic air transportation also booming. Long-term rating up from 4 stars to 5.

**Auto Sales (New):** Near-record production will be backed by heavy selling and promotion, raising near-term rating from 4 stars to 5.

**Auto Sales (Used):** Likewise, the large inventories of used cars from trade-ins mean bigger promotions; up near term from 3 to 4 stars.

**Auto Tires:** Replacement demand for the record numbers of cars on the road, as well as large new output of cars, make near-term rating up from 4 to 5 stars.

**Cereals:** New highs in young children, increased promotion for both children and adults, cause near-term rating increase of 1 star, to 4 stars.

**Coal (Bituminous):** Continued high steel output, heavy demand for generation of electric power; near term upped from 3 stars to 4.

**Cosmetics:** Growing diversity of

### How to Read the Table

For a complete perspective on each of the 108 industries rated, the "size" rating and the "sales prospect" rating should be studied together. Reason: A change in a low-dollar-volume industry is much less significant in dollar sales than in a big-volume industry.

products, clever advertising appeals, good incomes, bring near-term rating up from 3 stars to 4.

**Diesel Engines:** Increasing strength competitively; have practically eliminated the steam locomotive; long term up from 4 stars to 5.

**Education:** Higher activity both for children and adults, returning Korean veterans, make rise in near term and long term 1 star each to 3 stars each.

**Flour:** New easy mixes, variety of products and appeals, bring near and long term each up 1 star to 4 stars.

**Gasoline & Oil:** Record totals of vehicles of all types using gas and oil, rising totals of home oil burners; near and long term each raised from 4 stars to 5.

**Metal Containers:** Larger metal supplies, strong canning demand, cause upping of long term from 4 stars to 5.

**Motion Pictures:** Three-dimensional stimulus rising as more producers get behind it; near and long term up one star each to 3 stars.

**Oil Burners:** Competitive progress, extra promotions and expected favorable trend of home building bring long term up from 4 to 5 stars.

**Personal Care:** Rising incomes, more varied products and increased campaigns of appeal to feminine vanity, cause near term rise from 3 to 4 stars.

**Photographic Supplies:** Increased production plans, keen competition, high promotions, make long-term rating up 1 star to 5 stars.

**Plastics:** An ingenious industry with raw material situation now favorable, product lines varied and growing; long term up from 4 stars to 5.

**Radio:** Anticipated demand for auto radios, clock-tuners types and midget models bring upping of 1 star each in near and long term to 3 stars.

**Sports and Sporting Goods:** Huge crop of postwar children grows older and demands sporting goods; near term up 1 star to 4 stars.

#### **Industry Forecasts: Why Ratings Lowered**

**Coal (Anthracite):** Keen competition from gas and oil fuel shrinks

sales prospect down to 4 stars from 5.

**Dry Cleaning:** Prospect generally favorable, but sales must compare against exceptionally good period last year; near term down to 4 stars from 5.

**Exports:** Foreign countries improving their competitive position; near-term prospect cut from 3 stars to 2.

**Government Procurement:** Heavy spending still ahead, but under economy drives, good comparisons with previous record grow more difficult; long term down to 4 stars from 5.

**House Furnishings:** Another situation where sales prospects are relatively favorable, but great improvement unlikely against high records of preceding year; near term down to 4 stars from 5.

**Imports:** Large current stockpiles

of foreign materials, increased capacities in the U.S., point to decelerating import gains; long term down from 5 stars to 4.

**Instalment Financing:** Tightening interest rate, choosier selection of risks, bring long term down to 3 stars from 4.

**Laundries:** Basically favorable prospect, but sales will be comparing with an exceptionally high record last year; near term down to 4 stars from 5.

**Office Equipment:** Consensus shows long-term rating too high in view of past excellent record; long term down to 4 stars from 5.

**Trailers (Auto); Trucks:** Previous sales showings grow more difficult to surpass widely; long term for trailers and trucks each reduced 1 star to 3 stars.



#### **How the Money Goes**

Uncle Sam and other tax collectors receive \$104 a minute—or \$150,000 a day—from National Dairy Products Corp., New York City.

E. E. Stewart, president, National Dairy Products (1), and L. A. Van Bomel, chairman, decided to dramatize the company's tax outgo, so they rigged up this indicator and showed it at the annual stockholders' meeting.

Taxes incurred each second are shown by the white circle—actually a flashing red light—at the top of the photograph. The shadow box at the left records sales of 133 units a second, or 12 million units a day. During the 90-minute stockholders' meeting, National Dairy sold 720,000 product units, and incurred taxes of \$9,360,000.



Champagne for everybody . . .

## . . . but the Guests Stayed Home

Metlon Corp., New York City, makers of metallic yarn, put the final pretty touches to the new showroom, and everybody who *is* anybody was invited to the big open house party.

Folks could look over the new carpets and other decorative fabrics, and see how Metlon's yarn beautified the trimmings. There would be about 100 guests.

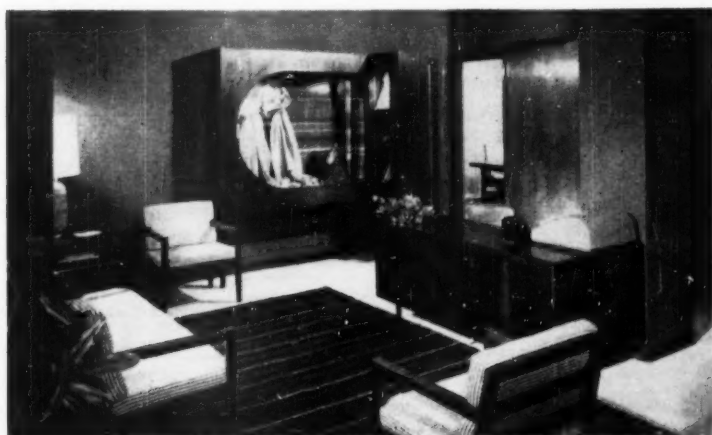
On the other hand, if 100 people elbowed up to the bar in the new quarters, there would be more guests than Metlon.

So the company staged an "Open House at Your *Own* Home" party. Those who would have been invited to the showroom (below) were surprised to receive, by special messengers, the makings of a party—a bucket of champagne, glasses, a corsage sprinkled with "Winx" (a Metlon product).

As you might guess, the various decorative wrappings were made of Metlon, or had Metlon in them.

A message came with the "makings." Guests could come to the showroom later, at their own convenience.

Pretty smart, when the invitation turns out to be a demonstration.



JULY 1, 1953



worried about sales  
in Oklahoma?



wondering which radio  
station to use?



the happy solution is...

# WKU RADIO

930 KC • OKLAHOMA CITY  
Represented by THE KATZ AGENCY, INC.

Owned and Operated by The OKLAHOMA PUBLISHING CO.  
The Daily Oklahoman • Oklahoma City Times  
The Farmer-Stockman • WKY-TV

# High Spot Cities

## Retail Sales Forecast for July, 1953

Retail sales in July will probably total \$14.2 billion, or about 6% above last year's level, in a continuation of the retail boomlet which began last fall. It is easy, however, to discern signs of a levelling-off, for automotive sales, the mainstay of the current high level retail picture, are beginning to flatten out.

In the first place, auto sales have been so high in relation to other retail sales that a readjustment was bound to come. Thus, in the second quarter of 1953 auto sales have been running about 20% above the second quarter of 1952, as contrasted with gains of 27% for the first quarter. Meanwhile, all other components of retail trade have been running ahead of last year at far more moderate rates, from negligible gains in lumber, building, and hardware to gains of 4% to 6% in food, general merchan-

dise, and furniture and appliances. Again, sales of new cars are being offset by an increasingly sluggish used car market, while more and more concern is being expressed at the high levels reached by automobile credit. Installment debt in general has reached an all-time high of \$20 billion, or 8% of disposable income. No one knows whether this is a dangerously high water-mark, but the uneasiness expressed by banks and finance companies is bound to affect new credit application and consequently sales of hard goods generally.

Among those states reporting better-than-average performance for this July as opposed to July of 1952 are: Arizona, California, Florida, Indiana, Kentucky, Michigan, New Jersey, Ohio, and Utah.

The leading cities, those with a city-national index well above aver-

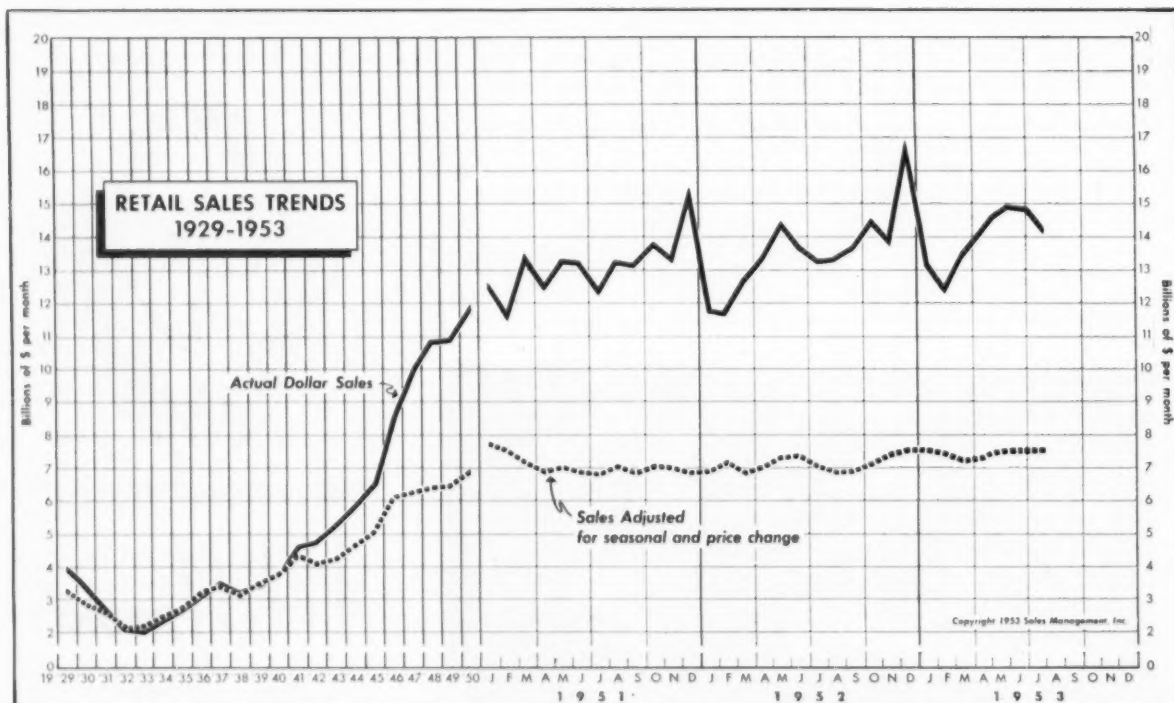
age, are: Paducah, Ky. 119.0; Riverside, Cal. 114.4; Jackson, Mich. 113.8; York, Pa. 113.2; Albuquerque, N.M. 111.7; Long Beach, Cal. 111.7; El Paso, Texas 111.6; Portland, Me. 111.3; Flint, Mich. 111.0; Royal Oak-Ferndale, Mich. 110.9; Tucson, Ariz. 110.4; Bloomington, Ill. 110.4; Evansville, Ind. 110.2; Los Angeles, Cal. 110.2; Hempstead Township, N.Y. 109.7; Fort Wayne, Ind. 109.5; San Bernardino, Cal. 109.3; Lansing, Mich. 109.3; Pasadena, Cal. 109.0; Salem, Ore. 108.8; Mansfield, Ohio 108.7; Santa Barbara, Cal. 108.6; Pontiac, Mich. 108.5.



Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for



Retail sales in July will total \$14.2 billion, reflecting a 6% gain over July, 1952. This volume of sales in terms of 1935-1939 dollars amounts to \$7.6 billion when adjusted as shown above. The break

between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.



gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

**The Dollar Figure.** "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

**Suggested Uses for This Data** include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

**A Pre-Release Service Is Available.** SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for July, 1953)				
City	City	City		
Index	Index	Nat'l.		
1953	1953	1953	\$	(Million)
vs.	vs.	vs.		July
1939	1952	1952		1953

## UNITED STATES

424.8 106.0 100.0 14200.00

## Alabama

Birmingham	409.9	102.0	96.2	32.26
Gadsden	475.5	105.5	99.5	4.66
Mobile	453.3	105.3	99.3	10.97
Montgomery	355.6	100.0	94.3	8.64

# July retail sales targets for Advertisers in **parade**

## ... \$1,644,660,000

CITY	RETAIL SALES	RETAIL SALES	CITY INDEX
	July 1953 Estimated <i>by Sales Management</i>	July 1939 <i>by Sales Management</i>	
☆ AKRON (Beacon Journal)	\$ 33,560,000	\$ 8,530,000	393.4
☆ ALBUQUERQUE (Journal)	14,840,000	1,830,000	810.9
☆ BOSTON (Post)	91,780,000	38,580,000	237.9
☆ BRIDGEPORT (Post)	19,850,000	5,790,000	342.8
☆ CHICAGO (Sun-Times)	371,800,000	119,160,000	312.0
☆ COLUMBUS, GA. (Ledger-Enquirer)	8,920,000	1,860,000	479.6
☆ COLUMBUS, O. (Citizen)	37,410,000	12,520,000	298.0
☆ CORPUS CHRISTI (Callier-Times)	14,660,000	2,510,000	584.1
☆ DENVER (Rocky Mountain News)	48,000,000	14,000,000	342.9
☆ DETROIT (Free Press)	216,520,000	52,360,000	413.5
☆ EL PASO (Times)	15,900,000	3,080,000	516.2
☆ ERIE (Dispatch)	13,980,000	3,800,000	367.9
☆ FORT WAYNE (Journal-Gazette)	17,080,000	4,420,000	386.4
☆ GREENVILLE, S. C. (News)	8,610,000	2,050,000	420.0
☆ HARRISBURG (Patriot-News)	14,300,000	3,960,000	361.1
☆ HARTFORD (Courant)	29,590,000	8,540,000	346.5
☆ INDIANAPOLIS (Times)	53,040,000	14,840,000	357.4
☆ LITTLE ROCK (Arkansas Gazette)	13,370,000	3,230,000	413.9
☆ LONG BEACH, CALIF. (Press-Telegram)	29,180,000	6,750,000	432.3
☆ MACON (Telegraph & News)	7,170,000	1,980,000	362.1
☆ MADISON (Wisconsin State-Journal)	10,270,000	3,490,000	294.3
☆ NEWARK (Star-Ledger)	56,160,000	19,620,000	286.2
☆ NEW BEDFORD (Standard-Times)	8,450,000	3,210,000	263.2
☆ NORFOLK (Virginian-Pilot)	22,030,000	5,000,000	440.6
☆ OAKLAND (Tribune)	45,540,000	14,230,000	320.0
☆ PEORIA (Journal-Star)	13,080,000	4,810,000	271.9
☆ PORTLAND, MAINE (Telegraph)	9,620,000	3,610,000	266.5
☆ QUEENS, N. Y. (Long Island Press)	108,620,000	34,160,000	318.0
☆ ROANOKE, VA. (Times)	11,140,000	2,850,000	390.9
☆ ST. LOUIS (Post-Dispatch)	86,960,000	27,840,000	312.4
☆ SAN DIEGO (Union)	37,000,000	7,520,000	492.0
☆ SCRANTON (Scrantonian)	11,660,000	4,430,000	263.2
☆ SYRACUSE (Herald-American)	24,160,000	8,340,000	289.7
☆ WASHINGTON (Post)	99,080,000	31,690,000	312.7
☆ WICHITA (Eagle)	21,680,000	4,180,000	518.7
☆ YOUNGSTOWN (Vindicator)	19,650,000	6,280,000	312.9

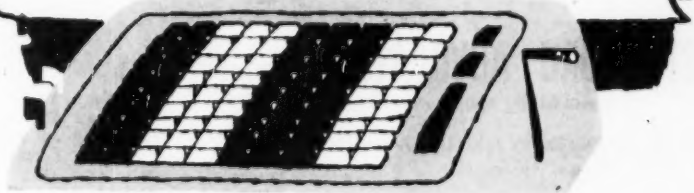
☆ Exclusive PARADE markets—served by no other syndicated Sunday magazine.

## Total PARADE market retail sales \$1,644,660,000

Parade is the Sunday magazine section of the 36 newspapers in 36 major markets listed above. Parade reaches more than half of all families in these cities and at least one in five in 1,600 outlying areas. Repeated surveys show Parade is America's best read magazine . . . and gives advertisers twice as many readers per dollar as any of the big three weekday magazines.

Parade, the Sunday Picture  
Magazine with 13,000,000  
constant readers

# parade



## You Always Get More In MIDDLETOWN

The Greater Middletown Market (Middlesex County) continued to show impressive gains in all categories during 1952 . . . increased buying power and plus spending creating an ever expanding sales potential.

Buying income  
\$131,291,000 . . . up \$10,130,000  
Family income  
\$6,631 . . . up \$449  
Retail sales  
\$89,568,000 . . . up \$16,808,000  
Per family sales  
\$4,524 . . . up \$812

These figures tell the story of Middletown's steady, year-in-year-out growth.

### "You Always Get More In Middletown."

It's a market you can count on . . . just as you can count on the Middletown Press to reach its 70,600 people. No combination of incoming non-local papers can come anywhere near equalling the coverage of The Press.

#### THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

## ★ PREFERRED ★

Stamford is FIRST in per family income among the country's 200 largest cities. . . FIRST in Connecticut among cities over 50,000 population.

\$8,282 effective buying income per family . . . purchasing power 63% above the national average . . . 21% above the Connecticut average—and REMEMBER: Connecticut has the highest family income and quality index of all states.

The Stamford Advocate is one sure way to reach this PREFERRED market . . . where superior buying income can translate your advertising into sales profits.

## STAMFORD ADVOCATE

Stamford, Conn.

Represented by The Julius Mathews  
Special Agency, Inc.

# High Spot Cities

#### RETAIL SALES (S.M. Forecast for July, 1953)

City Index 1953	City Index 1953	Nat'l. Index 1953	\$ (Million) July 1953
vs. 1939	vs. 1952	vs. 1952	

#### Arizona

★Phoenix	591.2	107.7	101.6	22.29
★Tucson	621.5	117.0	110.4	11.56

#### Arkansas

Fort Smith	405.6	103.7	97.8	5.03
★Little Rock	413.9	106.2	100.2	13.37

#### California

★Bakersfield	395.6	108.0	101.9	10.88
Berkeley	279.6	103.7	97.8	7.55
Fresno	478.8	99.1	93.5	20.06
★Long Beach	432.3	118.1	111.4	29.18
★Los Angeles	368.6	116.8	110.2	226.98
Oakland	320.0	100.0	94.3	45.54
★Pasadena	381.8	115.5	109.0	16.57
★Riverside	510.2	121.3	114.4	6.99
★Sacramento	344.9	108.5	102.4	21.45
★San Bernardino	480.2	115.9	109.3	10.18
★San Diego	492.0	111.1	104.8	37.00
San Francisco	299.2	103.0	97.2	90.30
San Jose	384.3	103.4	97.5	13.95
★Santa Barbara	347.0	115.1	108.6	6.35
Stockton	396.2	104.8	98.9	11.57
Ventura	431.4	99.6	94.0	3.71

#### Colorado

Colorado Springs	353.9	99.7	94.1	5.84
Denver	342.9	104.2	98.3	48.00
★Pueblo	368.7	110.0	103.8	6.60

#### Connecticut

★Bridgeport	342.8	106.1	100.1	19.85
★Hartford	346.5	106.2	100.2	29.59
Middletown	297.9	99.9	94.2	2.80
New Haven	277.0	103.4	97.5	19.03
★Stamford	390.2	108.7	102.5	8.35
★Waterbury	297.4	107.5	101.4	10.20

#### RETAIL SALES (S.M. Forecast for July, 1953)

City Index 1953	City Index 1953	City Nat'l. Index 1953	\$ (Million) July 1953
vs. 1939	vs. 1952	vs. 1952	

#### Delaware

Wilmington	375.3	104.0	98.1	19.18
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#### District of Columbia

Washington	312.7	98.2	92.6	99.08
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#### Florida

★Jacksonville	419.1	109.7	103.5	24.39
★Miami	451.0	112.7	106.3	36.62
★Orlando	415.9	112.4	106.0	8.61
★Pensacola	425.6	111.4	105.1	5.66
★St. Petersburg	427.7	110.5	104.2	10.95
★Tampa	411.6	113.0	106.6	14.94

#### Georgia

Atlanta	352.3	105.8	99.8	47.74
Augusta	455.8	105.8	99.8	8.98
Columbus	479.6	101.1	95.4	8.92
Macon	362.1	98.3	92.7	7.17
★Savannah	366.4	107.8	101.7	9.93

#### Hawaii

★Honolulu	391.3	108.2	102.1	24.65
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#### Idaho

Boise	323.0	103.1	97.3	5.62
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#### Illinois

★Bloomington	338.5	117.0	110.4	5.28
Champaign-Urbana	357.7	99.2	93.6	7.01
★Chicago	312.0	108.9	102.7	371.80
Danville	316.9	101.5	95.8	4.69
Decatur	321.0	101.4	95.7	8.09
East St. Louis	354.3	101.9	96.1	7.37
Moline-Rock Island-E. Moline	358.0	104.5	98.6	10.56
Peoria	271.9	105.9	99.9	13.08
★Rockford	390.4	111.1	104.8	13.47
★Springfield	331.0	107.8	101.7	10.69

## ABC Says Paducah City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

### The Paducah Sun-Democrat

29,513 Paducah, Ky. R.O.P.  
ABC Color

Burke, Kuipers & Mahoney

RETAIL SALES  
(S.M. Forecast for July, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1939	1952	1952	1953

### Indiana

★ Evansville	404.2	116.8	110.2	14.39
★ Fort Wayne	386.4	116.1	109.5	17.08
★ Gary	430.8	111.3	105.0	14.69
★ Indianapolis	357.4	108.1	102.0	53.04
★ Muncie	356.8	109.1	102.9	6.60
★ South Bend	480.2	106.1	100.1	18.15
Terre Haute	281.5	99.5	93.9	7.46

### Iowa

Cedar Rapids	321.2	104.9	99.0	8.35
Davenport	310.7	105.2	99.2	8.39
★ Des Moines	352.6	110.6	104.3	22.81
★ Dubuque	422.7	107.8	101.7	6.51
Sioux City	269.3	96.6	91.1	8.32
Waterloo	314.8	102.9	97.1	7.02

### Kansas

Hutchinson	351.2	103.8	97.9	4.46
★ Kansas City	353.6	106.3	100.3	9.76
★ Topeka	313.3	108.1	102.0	7.80
★ Wichita	518.7	106.4	100.4	21.68

### Kentucky

★ Lexington	313.1	107.8	101.7	8.14
★ Louisville	380.7	106.7	100.7	39.21
★ Paducah	587.0	126.1	119.0	6.75

### Louisiana

★ Baton Rouge	530.6	111.6	105.3	11.62
New Orleans	389.1	105.7	99.7	48.09
★ Shreveport	430.8	106.7	100.7	15.94

## RICH CENTRAL FLORIDA

Where the Oranges Grow  
Where the Cattle Graze  
IS AN

## ISLAND MARKET

COVERED ONLY BY  
ORLANDO SENTINEL-STAR  
MORNING-EVENING SUNDAY  
ORLANDO, FLORIDA

Nat. Rep. BURKE, KUIPERS & MAHONEY



## TETLEY TEA CO., INC.

443 Greenwich Street

NEW YORK 13, N.Y.



May 15, 1953

The Julius Mathews Special Agency, Inc.  
400 Madison Avenue  
New York 17, New York

Gentlemen:

We take this opportunity to tell you of our satisfaction with the results obtained from the use of Localnews Dailies. No other medium advises all of our customers in an area as quickly and as thoroughly as the use of daily newspapers. Daily newspapers have been used consistently by us to advise the public of our special promotions, and we have found that we had great success as a result.

Very truly yours,  
TETLEY TEA CO., INC.

*E. C. Parker*

President

ECP:HH

The JULIUS MATHEWS SPECIAL AGENCY, Inc.  
NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON • SYRACUSE • PHILADELPHIA • PITTSBURGH

## Payrolls Make Business



**\* 76% of the industrial payrolls in the State of MAINE are concentrated in the nine southern counties.**

Where 1,059 busy plants keep employment at top levels . . . where 63% of the state's families earn 65% of the income . . . where family income averages \$4,739 or \$114 higher than the state . . . where you can turn this buying power into profits through the concentrated coverage of the **Press Herald—Evening Express—Sunday Telegram**—78,164 Daily and 87,243 Sunday—94% coverage of the city and retail trading zone.

INCOME  
**\$760,644,000**

RETAIL SALES  
**\$542,382,000**

\* U. S. Census

## PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

*Represented by The Julius Mathews Special Agency, Inc.*

## High Spot Cities

### RETAIL SALES (S.M. Forecast for July, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1939	1952	1952	1953

#### Maine

Bangor .....	265.0	100.9	95.2	4.24
★ Lewiston-Auburn .....	249.8	110.9	104.6	5.27
★ Portland .....	266.5	118.0	111.3	9.62

#### Maryland

★ Baltimore .....	326.1	108.3	102.2	97.51
Cumberland .....	257.1	101.2	95.5	4.32

#### Massachusetts

Boston .....	237.9	104.8	98.9	91.78
★ Fall River .....	264.3	110.2	104.0	8.43
★ Holyoke .....	259.9	106.7	100.7	4.47
Lawrence .....	240.1	105.0	99.1	6.77
Lowell .....	316.0	103.2	97.4	7.68
Lynn .....	241.0	104.9	99.0	8.29
New Bedford .....	263.2	105.5	99.5	8.45
Pittsfield .....	276.4	104.0	98.1	5.28
★ Salem .....	327.8	107.7	101.6	5.08
★ Springfield .....	269.3	109.9	103.7	17.75
★ Worcester .....	302.2	109.4	103.2	22.18

#### Michigan

★ Battle Creek ..	404.7	107.7	101.6	7.77
★ Bay City .....	414.6	111.0	104.7	7.09
★ Detroit .....	413.5	110.7	104.4	216.52
★ Flint .....	400.4	117.7	111.0	22.62
★ Grand Rapids ..	370.1	111.0	104.7	23.54
★ Jackson .....	392.3	120.6	113.8	8.63
★ Kalamazoo .....	365.0	110.0	103.8	10.33
★ Lansing .....	469.2	115.9	109.3	17.22
★ Muskegon .....	381.6	114.0	107.5	7.06
★ Pontiac .....	393.4	115.0	108.5	9.64
★ Royal Oak .....				
Ferndale .....	515.8	117.6	110.9	8.82
★ Saginaw .....	384.0	111.5	105.2	10.83

SALES MANAGEMENT



RETAIL SALES (S.M. Forecast for July, 1953)				
City Index	City Index	City Index	Nat'l. Index	\$ (Million)
1953	1953	1953	1953	July
vs. 1939	vs. 1952	vs. 1952	vs. 1952	1953

### Minnesota

Duluth	258.2	104.6	98.7	9.76
Minneapolis	288.9	103.2	97.4	61.21
St. Paul	254.6	104.3	98.4	33.58

### Mississippi

Jackson	445.4	102.2	96.4	9.13
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### Missouri

Kansas City	361.1	105.8	99.8	63.91
St. Joseph	258.3	96.9	91.4	5.89
★ St. Louis	312.4	108.1	102.0	86.96
Springfield	362.4	99.3	93.7	7.43

### Montana

★ Billings	415.8	108.9	102.7	6.07
Butte	215.7	100.7	95.0	4.25
Great Falls	315.6	99.3	93.7	5.05

### Nebraska

★ Lincoln	320.8	106.6	100.6	9.88
Omaha	332.0	100.2	94.5	27.56

### Nevada

★ Reno	339.4	106.7	100.7	6.11
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### New Hampshire

Manchester	312.1	104.8	98.9	8.27
Nashua	261.4	100.1	94.4	2.98

### New Jersey

★ Atlantic City	349.0	108.2	102.1	12.25
★ Camden	342.0	111.1	104.8	13.27
★ Elizabeth	326.6	107.3	101.2	11.56
★ Jersey City				
Hoboken	262.9	108.4	102.3	23.98
★ Newark	286.2	111.9	105.6	56.16
★ Passaic-Clifton	444.1	108.4	102.3	13.59
★ Paterson	296.5	108.2	102.1	16.07
Trenton	288.1	101.8	96.0	14.81

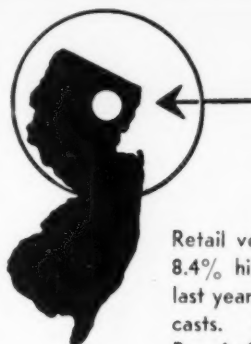
### New Mexico

★ Albuquerque	810.9	118.4	111.7	14.84
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... for full  
population, sales  
and income data  
on these cities  
see the Max  
10  
POWER  
SALES  
MANAGEMENT  
Survey of  
Buying Power



JULY 1, 1953



## HIGHER SALES IN JULY

Retail volume in Passaic-Clifton, N. J., will be 8.4% higher in July than the same month of last year, according to Sales Management forecasts. For the eighth consecutive month, Passaic-Clifton has ranked as a "preferred city."

This month retail sales will total better than \$13,500,000. If you are looking for increased sales in July, The Herald-News, with the largest circulation of all Bergen and Passaic County newspapers, offers you your best opportunity in North Jersey.

## THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.  
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

## AGAIN

### The State Department of Labor Says So

The latest report from the Department of Labor shows that production workers in the Pittsfield area topped the rest of the state with an average weekly wage of \$82.63—the highest on record and \$5.87 higher than the same period of last year.

High wages and steady employment make big sales volume. That's why the Pittsfield Metropolitan market is family for family the most responsive mass market in the state—with more sales per family than any other metropolitan market.

The Berkshire Eagle, covering 100% of the city homes and 70% of the entire county, is your best bet to sell in this high-income market of 134,200 people.

## THE BERKSHIRE EAGLE PITTSFIELD, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## BIDDEFORD-SACO with

**\$50,270,000 total income**  
**\$32,200,000 retail sales**

is heads and shoulders above the state average in just about everything.

Family income averages \$5,586 compared to \$4,625 for the state . . . family sales average \$3,567 compared to \$3,424 for the state . . . food sales average \$1,389 compared to \$1,041 for the state and so it goes.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

## THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

## The odds are in your favor

Because the families in the Little Falls area are accustomed to better living, your chances of selling more at lower cost are also better.

Take family food sales for example:

Little Falls \$1,407  
Herkimer County 1,024  
New York State 1,096  
U. S. A. 879

With a record like this you can be sure that a schedule in the Times, reaching 75% of the entire market area of 30,000 people, guarantees bigger profits in 1953.

## Little Falls Times

Little Falls, N. Y.

Represented by The Julius Mathews  
Special Agency, Inc.

## Sell The Mirror Readers in ...

## ALTOONA "TEST TOWN" Pennsylvania

... and you've sold this entire thriving market with a yearly retail sales volume exceeding \$130,000,000.

Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

## ALTOONA'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER  
Advertising Manager

# Altoona Mirror.

## RETAIL SALES (S.M. Forecast for July, 1953)

	City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) July 1953
	vs. 1939	vs. 1952	vs. 1952	

### New York

★ Albany	323.3	108.3	102.2	19.27
Binghamton	288.0	105.5	99.5	9.62
★ Buffalo	335.2	111.6	105.3	66.01
★ Elmira	351.9	108.1	102.0	7.46
★ Hempstead				
Township	722.2	116.3	109.7	67.24
Jamestown	312.1	102.6	96.8	5.15
New York	272.0	104.7	98.8	683.16
★ Niagara Falls	334.1	106.5	100.5	9.32
★ Rochester	278.3	108.1	102.0	37.21
Rome	414.9	104.6	98.7	3.90
Schenectady	304.0	101.1	95.4	10.70
Syracuse	289.7	104.9	99.0	24.16
Troy	340.4	101.5	95.8	8.00
★ Utica	319.4	108.2	102.1	11.37

### North Carolina

Asheville	325.1	100.2	94.5	6.60
Charlotte	459.1	104.5	98.6	17.17
★ Durham	353.6	108.9	102.7	6.93
★ Greensboro	597.7	110.2	104.0	13.09
★ Raleigh	459.7	109.1	102.9	9.24
Salisbury	290.9	101.4	95.7	2.56
Wilmington	330.2	100.6	94.9	3.83
★ Winston-Salem	355.2	108.3	102.2	8.17

### North Dakota

Fargo	300.0	96.7	91.2	4.87
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### Ohio

★ Akron	393.4	111.6	105.3	33.56
★ Canton	325.2	108.1	102.0	13.40
★ Cincinnati	307.3	111.6	105.3	55.62
★ Cleveland	334.2	108.5	102.4	110.52
★ Columbus	298.8	110.9	104.6	37.41
★ Dayton	380.7	106.1	100.1	31.90
★ Mansfield	342.6	115.2	108.7	5.79
Springfield	305.4	102.0	96.2	7.36
★ Toledo	337.8	112.6	106.2	34.96
★ Warren	410.5	109.5	103.3	7.02
Youngstown	312.9	103.1	97.3	19.65

### Oklahoma

Bartlesville	467.7	104.2	98.3	3.01
Muskogee	293.1	99.7	94.1	2.96
Oklahoma City	320.4	101.8	96.0	23.13
★ Tulsa	424.4	106.5	100.5	22.62

## Corning Has THE PURCHASING POWER

1952 was a big year for Corning... income reached an all time high, \$32,323,000. That's a big \$7,000,000 over the previous year... A 22% plus in buying power that can mean bigger sales profits for you when you use THE SELLING POWER of The Evening Leader.

The only medium providing complete penetration of this rich market. Send for your copy, "Meet Jim Foster," Corning market story.

## The Evening Leader

CORNING, N. Y.

Represented by  
The Julius Mathews Specialty Agency, Inc.



... key city of  
Pennsylvania's  
3rd largest  
market!



## The Bethlehem Globe-Times

Roland L. Adams, President  
De Lissar, Inc., national representatives

NORRISTOWN Pa

- MOST IMPORTANT SEGMENT OF THE GREATER PHILADELPHIA AREA!
- NEW HOMES—NEW INDUSTRIES — SCHOOLS AND STORES SCHEDULED FOR 1953!
- \$81,817,000 SPENDABLE INCOME\* IN THE TRI-BORO NORRISTOWN AREA!
- BETTER THAN 100% HOME COVERAGE CAN BE YOURS IN THIS RICH AREA!

The Newspaper on the  
INSIDE Is the Only One  
That Will Really SELL  
for You!

Times Herald  
NORRISTOWN, Pa.

\*SRDS Consumer  
Income Data

Represented Nationally By  
The Julius Mathews Specialty Agency

SALES MANAGEMENT

# RETAIL SALES (S.M. Forecast for July, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1939	1952	1952	1953

## Oregon

Eugene	487.3	103.9	98.0	6.92
Portland	352.8	101.4	95.7	50.94
★ Salem	398.8	115.3	108.8	6.38

## Pennsylvania

Allentown	297.9	104.1	98.2	11.38
Altoona	277.4	104.9	99.0	6.99
Bethlehem	418.7	104.9	99.0	7.16
★ Chester	363.3	111.2	104.9	7.52
★ Erie	367.9	106.4	100.4	13.98
★ Harrisburg	361.1	107.0	100.9	14.30
Johnstown	259.2	99.2	93.6	7.31
Lancaster	253.0	101.0	95.3	7.11
★ Norristown	339.8	112.5	106.1	4.52
★ Oil City	262.3	109.0	102.8	2.02
★ Philadelphia	317.3	108.8	102.6	191.37
Pittsburgh	347.2	99.6	94.0	92.10
★ Reading	300.2	109.1	102.9	12.94
Scranton	263.2	103.6	97.7	11.66
Wilkes-Barre	258.3	101.8	96.0	8.42
★ York	297.0	120.0	113.2	6.98

## Rhode Island

Providence	277.3	103.6	97.7	28.76
Woonsocket	248.7	98.3	92.7	3.78

## MONEY TALKS ... SHOP

"Money talks"—and in Woonsocket, it's shoptalk, in the ringing tones of over-worked cash registers. The sound harmonizes nicely with the 1953 S.M. Survey of Buying Power figures, which show that Woonsocket average family spending exceeds the R.I. family average in every retail sales category. Get your share of this 100,000-plus market through its one and only local daily, the —

## WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWOX, WWOX-FM  
COVERS RHODE ISLAND'S  
PLUS MARKET

## Did You Ever Investigate Yourself?

## WE DID!

And found that Sunbury's retail sales 71% above average . . . food 54% . . . general merchandise 62% . . . furniture-household 179% . . . automotive 133% . . . drugs 72%.

### Per Capita Averages Sunbury U.S.A. Pa.

Retail Sales	\$1,667	\$976	\$988
Food	348	235	257
General Mdse.	188	116	134
Furn.-Hshld.	142	51	54
Automotive	403	173	159
Drugs	50	29	19

We could hardly believe our findings. So we dug deeper and here's what happened in the last five years—

### SUNBURY

	1952	1951	1950	1949	1948
Retail Sales	\$27,459,000	\$26,170,000	\$24,380,000	\$19,081,000	\$19,056,000
Food	5,858,000	5,472,000	4,803,000	5,060,000	5,125,000
General Mdse.	3,025,000	2,955,000	2,715,000	2,611,000	2,676,000
Furn.-Hshld.	2,449,000	2,222,000	2,156,000	1,142,000	1,208,000
Automotive	6,379,000	6,331,000	6,937,000	5,343,000	4,693,000
Drugs	810,000	788,000	643,000	597,000	598,000

Date from Sales Management.

The Daily Item . . . with complete coverage of the city homes plus 13,600 copies going into the rich suburban areas . . . spotlights your sales messages at the time when they do the best job—at home where the decisions are made.

## Sunbury Daily Item

City Population 15,700      SUNBURY, PENNA.      ABC Circulation 19,600

National Representatives . . . THE JULIUS MATHEWS SPECIAL AGENCY, INC.

**1st**  
with  
**TELEVISION**  
IN CENTRAL WISCONSIN

**\$425  
MILLION**

is the  
8 county  
retail sales  
target.



*"Shoot the works" with*  
**WKOW-TV**  
**MADISON, WIS.**

Represented nationally by  
**HEADLEY-REED T V**

**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.



**The Courier-Journal**  
**THE LOUISVILLE TIMES**

Owners and operators of  
Station WHAS and Station WHAS TV  
372.946 DAILY • 301.686 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

**RETAIL SALES**  
(S.M. Forecast for July, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1939	1952	1952	1953

**South Carolina**

★ Charleston	380.8	106.6	100.6	8.72
★ Columbia	466.3	110.5	104.2	12.17
★ Greenville	420.0	106.7	100.7	8.61
Spartanburg	484.2	98.6	93.0	7.07

**South Dakota**

Aberdeen	430.7	99.6	94.0	3.23
Sioux Falls	305.5	97.5	92.0	5.59

**Tennessee**

★ Chattanooga	368.2	113.2	106.8	16.20
★ Knoxville	358.8	110.1	103.9	14.89
★ Memphis	368.2	106.0	100.0	39.25
Nashville	370.1	104.4	98.5	23.39

**Texas**

Amarillo	543.3	99.3	93.7	11.30
Austin	397.1	102.8	97.0	12.51
Beaumont	459.2	102.4	96.6	10.93
★ Corpus Christi	584.1	110.0	103.8	14.66
★ Dallas	467.4	113.5	107.1	63.57
★ El Paso	516.2	118.3	111.6	15.90
Fort Worth	523.2	103.0	97.2	38.30
Galveston	326.7	98.8	93.2	6.37
★ Houston	474.0	106.2	100.2	72.33
★ Lubbock	739.8	107.0	100.9	12.28
San Antonio	466.8	104.7	98.8	37.81
Waco	470.6	105.5	99.5	9.13
Wichita Falls	417.3	103.2	97.4	7.72

**Utah**

★ Ogden	391.5	108.5	102.4	5.99
★ Salt Lake City	340.1	110.3	104.1	20.27

**Vermont**

Burlington	285.7	103.9	98.0	3.80
Rutland	256.0	101.7	95.9	2.33

**Virginia**

★ Lynchburg	301.8	107.9	101.8	5.07
Newport News	488.6	105.7	99.7	7.28
Norfolk	440.6	104.3	98.4	22.03
★ Portsmouth	521.5	114.1	107.6	6.78
★ Richmond	305.9	106.5	100.5	26.06
Roanoke	390.9	104.4	98.5	11.14

**Newport, R. I. Market**

Newport County, R. I., with a family income of \$6,341 compared to \$5,130 for all other counties, also leads in family drug store sales with \$130 compared to \$117 for the others.

You can sell this high-income—top-spending market through Newport County's only daily.

**The Newport Daily News**

Represented by The Julius Mathews  
Special Agency, Inc.

**RETAIL SALES**  
(S.M. Forecast for July, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1939	1952	1952	1953

**Washington**

★ Seattle	345.8	109.1	102.9	56.71
Spokane	324.6	103.1	97.3	16.75
Tacoma	331.6	105.7	99.7	14.36
Yakima	314.0	100.8	95.1	5.62

**West Virginia**

Charleston	336.8	102.8	97.0	11.62
Huntington	335.1	101.5	95.8	8.21
Wheeling	283.3	102.8	97.0	7.11

**Wisconsin**

Appleton	334.1	103.9	98.0	4.21
★ Green Bay	311.1	108.4	102.3	6.47
★ Madison	294.3	107.2	101.1	10.27
★ Milwaukee	337.4	108.8	102.6	76.48
Racine	342.4	104.9	99.0	7.84
★ Sheboygan	292.3	107.5	101.4	4.18
Superior	257.8	102.1	96.3	2.99

**Wyoming**

★ Casper	563.7	110.6	104.3	5.13
Cheyenne	374.3	104.5	98.6	4.08

**RETAIL SALES**  
(S.M. Forecast for July, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	July
1941	1952	1952	1953

**CANADA**

358.5	107.0	100.0	1045.00
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**Alberta**

★ Calgary	552.4	120.4	112.5	24.25
★ Edmonton	565.4	117.4	109.7	22.90

**British Columbia**

Vancouver	430.3	102.3	95.6	52.88
Victoria	409.3	103.3	96.5	12.73

**Manitoba**

Winnipeg	374.9	104.1	97.3	43.34
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**New Brunswick**

Saint John	240.2	106.0	99.1	5.02
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**Nova Scotia**

Halifax	301.6	99.6	93.1	13.06
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**Ontario**

Hamilton	319.8	102.2	95.5	23.57
London	310.9	101.9	95.2	10.51
★ Ottawa	296.7	116.7	109.1	20.47
★ Toronto	337.9	111.7	104.4	114.38
★ Windsor	280.8	110.3	103.1	12.75

**Quebec**

Montreal	316.5	103.4	96.6	105.70
Quebec	332.9	104.4	97.6	17.81

**Saskatchewan**

★ Regina	428.7	115.6	108.0	13.76
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**SALES MANAGEMENT**



# INDEX TO ADVERTISERS

Aero Mayflower Transit Company	41
Agency: Sidener & Van Riper, Inc.	
Air Express	75
Agency: Robert W. Orr & Associates	
Air Force Times	15
Agency: Clinton D. Carr & Company	
Altoona Mirror	100
American Airlines, Inc.	6-7
Agency: Ruthrauff & Ryan, Inc.	
American Weekly	16
Agency: Cecil & Presbrey, Inc.	
Architectural Record	76-77
Army Times	15
Agency: Clinton D. Carr & Company	
Artkraft Sign Company	61
Agency: Wendt Advertising Agency	
Aviation Age	23
Agency: Hazard Advertising	
Batten, Barton, Durstine & Osborn	5
Bayonne Times	17
Agency: Harvey B. Nelson Advertising	
Bethlehem Globe Times	100
Agency: Harvey B. Nelson Advertising	
Biddeford Journal	99
Booth Michigan Newspapers	49
Agency: The Fred M. Randall Co.	
Buffalo Evening News	87
Agency: The Moss-Chase Company	
Business Week	32A
Agency: Ellington & Co., Inc.	
Canton Repository	10
Agency: Richard L. Grossman Advertising	
Capital Airlines	11
Agency: Lewis Edwin Ryan Advertising	
Chicago Daily News	73
Agency: P. J. Hagerly & Sullivan, Inc.	
Chicago Thrift Etching Corporation	70
Agency: Lamport Fox Prell & Dolk, Inc.	
Chicago Tribune	4th Cover
Agency: N. W. Ayer & Son, Inc.	
Cincinnati Times Star	32B
Agency: The Chester C. Moreland Co.	
Cleveland Plain Dealer	45
Agency: Lang, Fisher & Stashower, Inc.	
Corning Leader	100
Delta-C&S Air Lines	19
Agency: Burke Dowling Adams, Inc.	
Detroit News	53
Agency: W. B. Doner & Co.	
Gerard Delano Studios	78
Agency: Bill Bonisb Advertising Agency	
Farm Journal	18
Agency: Lewis & Gilman, Inc.	
Flowers of Hawaii, Ltd.	17
Agency: Abbott Kimball Co. of California	
Fort Worth Star Telegram	52
Agency: Rowland Broiles Company	
James Gray, Inc.	2
Agency: Hickey Murphy, Inc.	
Greensboro News Record	36
Agency: Henry J. Kaufman & Associates	
The Schuyler Hopper Company	35
House Beautiful	2nd Cover
Agency: Anderson & Cairns, Inc.	
The Houston Chronicle	40
Agency: Ritchie Advertising Agency	
Imperial Knife Associated Companies, Inc.	81
Agency: Wilson, Haight & Welch, Inc.	
Industrial Equipment News	3
Agency: Laughlin-Wilson-Baxter & Persons, Inc.	
Klein Institute for Aptitude Testing	60
Agency: Philip I. Ross Co. Advertising	
Life Magazine	83
Agency: Young & Rubicam, Inc.	
Little Falls Times	100
Louisville Courier Journal & Times	102
Agency: Zimmer McClaskey, Advertising	
Julius Mathews Special Agency	97
McCall's Magazine	1
Agency: Cunningham & Walsh, Inc.	
McClatchy Newspapers	63
Agency: J. Walter Thompson Co.	

Middletown Press	96
Minneapolis Star & Tribune	14
Agency: Batten Barton Durstine & Osborn	
Modern Machine Shop	51
Agency: The S. C. Baer Company	
National Business Publications	12-13
Agency: G. M. Basford Company	
Navy Times	15
Agency: Clinton D. Carr & Company	
Newark News	8
Newport (R.I.) News	102
New York News	80
Agency: L. E. McGiverna & Co. Inc.	
Norristown Times Herald	100
Orlando Daily Newspapers	97
Agency: Hammond-Botts, Inc. Advertising	
Packaging Parade	86
Agency: The Vanden Company, Inc.	
Paducah Sun-Democrat	96
Parade	95
Agency: Calkins & Holden, Carlock, McClinton & Smith, Inc.	
Passaic Herald News	99
Penton Publishing Co.	55
Agency: Beaumont Heller & Sperling, Inc.	
Philadelphia Evening Bulletin	20
Agency: N. W. Ayer & Son, Inc.	
Pittsfield Berkshire Evening Eagle	99
Portland Press Herald Express	98
Practical Builder	38-39
Agency: Hal Stebbins, Inc.	
Putnam Publishing Co.	68-69
Agency: C. Wendel Muench & Co.	
Raleigh News & Observer	70
Agency: George Warner Advertising	
St. Louis Post-Dispatch	64B
Agency: Gardner Advertising Co.	
San Diego Union & Evening Tribune	67
Agency: Barnes Chase Company	
Sioux City Journal & Tribune	89
South Bend Tribune	37
Agency: Lamport Fox Prell & Dolk, Inc.	
Spokane Spokesman Review & Daily Chronicle	58-59
Agency: The Condon Company	
Stamford Advocate	96
Steel Magazine	64A
Agency: Beaumont Heller & Sperling, Inc.	
Successful Farming	3rd Cover
Agency: L. E. McGiverna & Co., Inc.	
Sunbury Daily Item	101
Sweet's Catalog Service	46-47
Agency: The Schuyler Hopper Co.	
Speed Address	103
Tacoma News Tribune	84
Agency: The Condon Company	
Technical Service Inc.	85
Agency: Charles M. Gray & Associates	
Tel-A-Story	82
Agency: Bawden Bros., Inc.	
J. Walter Thompson Co.	9
Town Auto Rental Inc.	17
Agency: W. S. Roberts Inc.	
Tradeways, Inc.	32
U.S. News & World Report	42-43
Agency: The Caples Company	
Utilization	4
Agency: Henry J. Kaufman & Associates	
V.F.W. Magazine	15
Agency: Carl Lawson Advertising Company	
WGAR (Cleveland)	54
Agency: Fuller & Smith & Ross, Inc.	
WIOD (Miami)	89
Agency: Robert E. Clarke & Associates	
WKOW (Madison)	102
Agency: Madison Advertising Agency, Inc.	
WKY (Oklahoma)	93
Agency: Lowe Runkle Company, Advertising	
WOAI-TV (San Antonio)	57
Agency: Wyatt Advertising Agency	

Wall Street Journal	33
Agency: Bozell & Jacobs, Inc.	
Western Union Telegraph Co.	66
Agency: Albert Frank-Guenther Law	
Westinghouse Radio Stations (KDKA) (Pittsburgh)	
Agency: Gray & Rogers, Advertising	
David White Company	79
Agency: Klau-Van Pietersom-Dunlap, Inc.	
Wilson Jones Company	78
Agency: Charles O. Puffer Company	
Woonsocket Call	101
Agency: Gordon Schonfarber & Associates	

## - AVAILABLE JULY 15th -

Are you searching for a trained—professional salesman to handle your Southern Territory? 20 years experience in South—Southeast—Southwest markets. Have sales training background—persuasive platform ability. Advertising—sales promotion a specialty—writing ability. 41 years old—can furnish best of references. Address your letter to Box 2966.

## Wanted SALESMAN—PILOT

We have an unusual opportunity for a man under 35 with at least 3-5 years experience in sales work, preferably in the Printing, Paper, or Plastic Industries. Mechanical aptitude helpful. Commercial pilot's license preferred. We are a nationally known, growing corporation located in the metropolitan area. Submit complete resume including picture, and state salary desired. All replies confidential. Box 2967.

## WANTED

Two divisional sales managers for an established, national manufacturer. One to supervise sales in the Indiana, Ohio, Western New York and Western Pennsylvania territory; the other in Texas, Oklahoma and Missouri area.

Must have background of successful selling and sales management experience in direct to consumer selling in fields such as: Insurance, books, appliances, services, etc.

Responsibilities: supervision of existing offices and salesmen through territory; recruiting, training and directing new salesmen and local managers.

Age requirement: 35 to 55. Must be prepared to travel extensively. A career with a future. Starting salary, \$8,000 and expenses plus bonus on performance with income possibilities of \$12,000 or more.

For confidential, personal interview, address box 2969 giving background and particulars.

## SALES PROMOTION MANAGER

International organization with headquarters in Chicago has an outstanding opportunity to offer an experienced promotion man, preferably with direct-to-consumer promotional experience. He will plan and supervise, internally, this Company's large-scale promotional activities, backing up the Sales Department and its Branch operations, selling direct to homes and offices. Should be good at layout and design of visual sales aids; should be familiar with production details in connection with 4-color sales literature. Must have administrative ability. Prefer married man with minimum of 10 years experience.

The right man — the man we hire will have a lifetime opportunity plus executive retirement plan. You and your staff will work in modern air-conditioned offices.

Give complete details including starting salary in first letter for interview with V.P. in Charge of Sales.

Box 2986

## FREE

### CONSTANTLY CORRECTED MAILING LISTS

Manufacturers, Wholesalers, Retailers. Hotels, Colleges and many others.

ALL LISTS ON PLATES WE CHARGE ONLY FOR ADDRESSING

100% Accuracy Guaranteed Catalog on Request

**SPEED-ADDRESS**

48-01 42nd St., Long Island City 4, N. Y.  
Stillwell 4-5922

# The Scratch Pad

BY T. HARRY THOMPSON

The date reminds me: A civil-defense planner tried to jolt his town out of its lethargy by stating that the atom bomb isn't just a big firecracker.

Which leads us to an item in the *Orlando Morning Sentinel*: "The first Adam-splitting gave us Eve, a force man has never been able to control."

Bell Telephone is trying. A sign on its trucks reads: "Courteous driving is contagious."

Minot Jelke, heir to the margarine moolah, who got three years for you-know-what, must wince every time he sees the brand-name that made the family-fortune: "Good Luck."

The lipstick people have come up with every conceivable shade of red except Stop-Light Red.

Incidentally, have you ever seen bigger or redder stop-lights than those on a Ford?

Excellence is the perfect excuse, it says here. Do it well, and it matters little what.

If you like word-juggling, as I do, you'll enjoy *Standard Time's* comment on a sign advising motorists to avoid a certain heavily traveled bridge: "Car-tangled spanner."

Incidentally, Standard Envelope, Cleveland, is out with "Instanseal" . . . the envelope that seals instantly without licking.

Pedantic Dep't: Why, I wonder, do so many otherwise careful craftsmen mis-write it "miniscule"?

I think the guy who thought up

knotty-pine kitchens also rates an Oscar. This is the lumber we used to throw out when I was a wood-patternmaker. It wasn't considered good enough for patterns that were to be buried in sand wet with molasses, but now it makes distinctive kitchens and rumpus-rooms.

The roustabouts who dismantle circus-seats after the last show are obviously tier-jerkers.

A cynic writes to say that he and Einstein have new (and widely divergent) theories of "relativity" . . . that most relatives never look you up until they want something . . . that contacts, wherever possible, should be limited to relatively non-committal letters and widely spaced season's greeting cards. Oh, come now! Maybe we're just as bad.

Punk-tuation Dep't: L. J. Penney, Jacksonville, Fla., sends a picture postcard of Miami's beautiful new Biscayne Terrace Hotel. He underlines these words in the fine print: "Completely Air Conditioned and Heated with Radio and Circulating Ice Water in Every Room."

Herb Dickson clips and mails this Safe-Driving Alphabet which appeared in *Pipe-Line*:

Accidents caused by  
Bad brakes, lack of  
Courtesy and care;  
Drunkenness or fast driving,  
Even by  
Failure to signal, may mean  
Good-bye, Old World; and passing on  
Hills, dashing through  
Intersections or just  
Jay-walking, by folks who  
Know better, can end  
Life for pedestrians, and  
Motorists, too.  
Now, if you want to reach  
Old age, and would escape  
Painful injury, be  
Quick to obey all traffic-

Rules, signs, and  
Signals, and never  
Take chances of having an  
Ugly accident, always being  
Very careful, whether  
Walking or driving, or else  
X will mark the spot where  
Your own life ended before its  
Zenith was reached.

While we're on the subject of safe driving, we should cite *The Circle's* idea of two well-known finishes for cars: Lacquer and liquor.

Experience is a tough teacher, it says here, because you get the tests first and the lessons afterward.

Sign above the door of an exterminator company in Boston: "We're in business to make a killing."

The Bible is still a best-seller. The recently revised version sold out its initial printing of 800,000 copies the first day. Total sales now top two millions.

A philosopher tells us to speak well of our enemies, because we made them.

The cussedness of inanimate things is hard on a short-tempered person. Frinstance, the coat-hanger that prefers to lie on the floor; the electric-shaver cord that ties itself into knots, no matter how carefully you put it away last time; the bottle-closure that leaps out of your hand, and rolls to where you have to get on hands-and-knees to retrieve it.

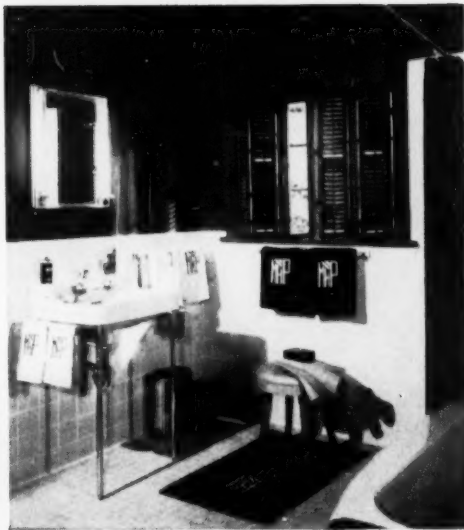
"June" Pearson passes along this story from Allan Hovey: Seems a herring and a whale were inseparable companions. One day, the herring is seen out cruising around on his own. The other fish crowd around him to ask: "Where's the whale?" and he snaps: "How should I know? Am I my blubber's kipper?"

Writes H. W. Rinn, sales-personnel & training-manager, Moore Business Forms, Inc., Niagara Falls, N. Y.: "Do you agree that the modern policeman who travels his beat by automobile should be called a *petrolman*?" I gas so, H.W.

Have a nice Fourth of July, you-all!



*The Herbert Albers, Wisner, Nebraska remodeled an old bathroom to a new ... with overhead fluorescent lights, glass bricks above a square tub, a Hollywood size mirror, dressing table, and twin wash basins.*

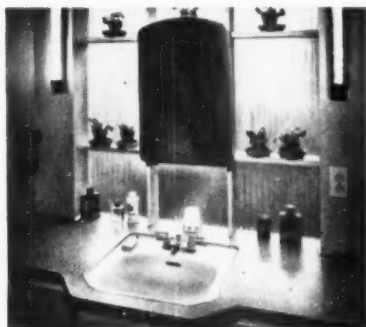


*Remodeled bath has color scheme of brown, peach and gray. Folding window shutters in wall-color provide privacy ... and tile walls and floor are easy to clean.*

## BATHROOMS ARE big ...



*The F. N. Flanders of Keota, Iowa chose a glass block partition, vanity tables before a ceiling-high, wall-wide mirror, and decorative tile.*



*Walls of fluted glass let in light ... fluorescent lights make shaving easier ... and the lattice-work shelves over the wash basin hold plants.*

these days in the interests and plans of **SUCCESSFUL FARMING** families ... and consequently get attention on **SF** editorial schedules. And to guide our readers in building and remodeling, **SF** editors show actual installations of new bathrooms in farm homes.

A dozen years of prosperity, plus electrification, have radically changed farm living standards and homes ... have made hundreds of thousands of current prospects for central heating, fluorescent lighting ... workrooms with automatic washers, dryers, mangles ... modern kitchens with counter tops, garbage disposal, dishwasher units ... all electric appliances ... new furniture and furnishings. Heart States farmers today are one of the best markets in the world for home equipment.

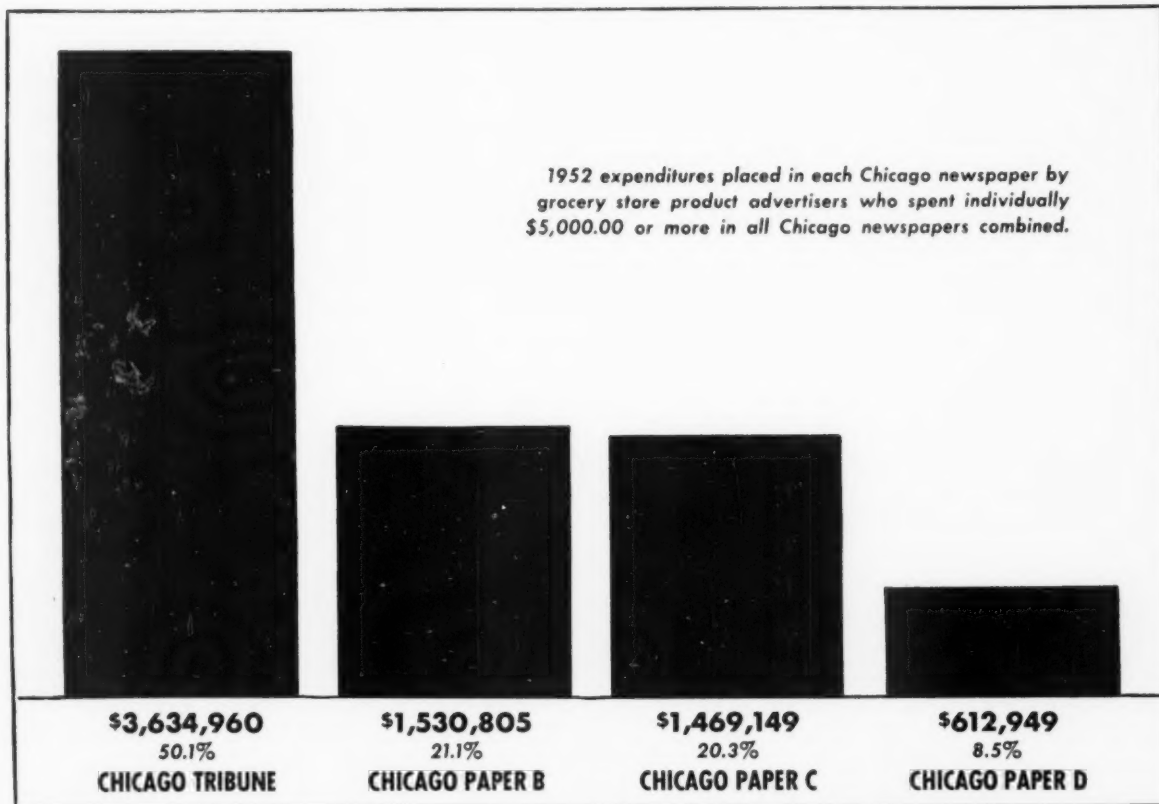
This magazine reaches the nation's best farmers with the highest living standards—the 39% which earns 88% of US farm income. The annual average cash income of the **SF** farm subscriber exceeds \$10,000—is more than 64% above the national farm average.

**SUCCESSFUL FARMING** advertisers get deep penetration and high readership ... influence based on more than a half century of service. In a market sparsely covered by general media, national advertisers need **SF** to balance national schedules and get maximum sales. For the facts on today's best class market, call the nearest **SF** office.

**MEREDITH PUBLISHING COMPANY,**  
Des Moines ... New York, Chicago,  
Cleveland, Detroit, Atlanta,  
San Francisco,  
Los Angeles.



# More than all combined!



*Grocery store product advertisers who spent \$5,000.00 last year placed more of their promotion funds in the Tribune than in all other Chicago newspapers combined!*

WHEN you plan your advertising to get more sales in Chicago, you will want to have handy the above chart. It shows how the leading manufacturers and processors of grocery store products appraise the selling power of each Chicago newspaper.

Last year 171 advertisers in the grocery store product field spent individually \$5,000.00 or more for Chicago newspaper advertising. Their combined expenditure was \$7,247,863.00. They placed \$3,634,960.00 in the Tribune—more than they placed in all other Chicago newspapers combined.

When the leading advertisers in the food industry demonstrate so conclusively their preference for the

Tribune, you can be sure that the Tribune delivers the kind of results you want your advertising to produce.

Read by hundreds of thousands more than read any other Chicago newspaper, the Tribune reaches an audience on which you can concentrate your advertising with confident assurance of greater returns.

You can get more business by taking advantage of the greater selling power of the Chicago Tribune. A Tribune representative will be glad to work out with you an effective advertising program. Why not call right now while the subject is fresh in your mind?

**Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER